



Community Health Needs Assessment (CHNA) Implementation Strategy

Fiscal Years FY23-25

Holy Cross Health completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors on April 25, 2022. 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 determinants 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 [Community Health Needs Assessment | Holy Cross Health \(holy-cross.com\)](#) or printed copies are available at: 4725 No. Federal Highway, Ft. Lauderdale, FL 33308.

Our 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 Hospital

Holy Cross is a Catholic healthcare ministry and a not-for-profit teaching hospital with 557 acute care beds serving Broward County. In May 2013, HCH became a member of one of the nation's largest Catholic Health systems with the merger of Catholic Health East and today is a member of Trinity Health. Trinity Health employs more than 125,000 people in 25 states and returns more than \$1 billion to its communities annually in the form of charity care and other community benefit programs. HCH's 3,002 colleagues and 60 active volunteers work diligently to serve the needs of those living in the tri-county South Florida community, and especially Broward County. HCH provides personalized, faith-based care paired with state-of-the-art technology and medical procedures and facilities with nationally recognized physicians and healthcare professionals. We are committed to responding to the diverse needs of our community, upholding a culture of safety that heals the whole person – mind, body, and spirit.

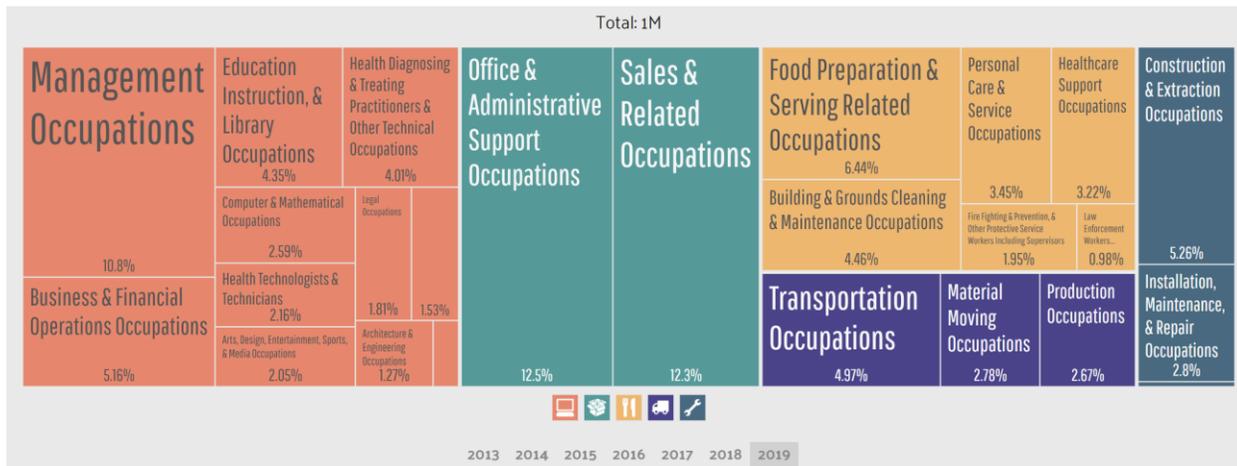


Our Community Based Services

Holy Cross Health is a full-service, 555-bed, teaching, community hospital that has served the community since 1955. The only religious not-for-profit hospital in Broward County, over time it has expanded its geographic reach with (2) Ambulatory Care Centers and more than 150 providers in 45 medical group offices to better serve its residents. In addition to its traditional hospital beds, Holy Cross Health provides a 48-bed licensed Intensive Rehabilitation Unit, Centers of Excellence including: Heart and Vascular, Stroke, and Neurosciences, an Orthopedic Institute, Outpatient wound and hyperbaric oxygen therapy, a Wellness Pavilion, and an Agewell Center to help our senior community age well.

As part of our mission, HCH provides several health and wellness and chronic disease management programs at low or no cost. Community Health & Well-Being works to continually evaluate and respond to the most important needs of the community through our CHNA and partnerships with other local not-for-profit organizations and networks. Various committees and representatives work with us in partnership to ensure the success of HCH's community benefit activities. Examples of such services include our community health centers, medical education, subsidized care, early detection and prevention programs, screenings, and more.

For the past 27 years, Holy Cross has maintained its commitment to mission-based outreach services serving the poor and the most vulnerable community members. Programming is based upon the results of the Community Health Needs Assessment and delivery occurs within the community. Access to healthcare occurs via our school health initiatives, pediatric and adult immunizations, breast health cancer prevention and screening, a substance abuse linkage program in our Emergency Department in addition to pharmaceutical assistance program initiatives. Diabetes/obesity programming focuses on both pre-diabetics as well as diabetic patients and community members. Patients with



[Broward County, FL | Data USA](#)

The most common employment sectors for those who live in Broward are health care and social assistance (135,051 people). Retail trade (125,694 people), and accommodation and food services (85,294 people). The chart below shows the share breakdown of the primary industries for residents of Broward, though some of these residents may live in Broward and work somewhere else. Census data is tagged to a residential address, not a work address.



[Broward County, FL | Data USA](#)

The Primary Service Area has many competing not-for-profit and private health care institutions. To HCH's immediate north and northwest are Imperial Point Hospital (Baker Act receiving) and North Broward Hospital (Level 1 Trauma Center). To its west is Florida Medical Center and to the south is Broward Health (Level 1 Trauma Center/Level 3 NICU). Holy Cross Health located on the east side of Broward County has become the primary hub from which more than 150 primary and specialty physicians are strategically located to care for our community. This hub and spoke approach create a nexus to which each colleague and patient is tied to our mission and commitment to quality patient care.

Approximately 53% percent of the population with the System Service area earns an annual salary of or below \$51,623. Household income is fairly stable across the Primary Service Area, with areas of highest affluence in the 33066-zip code and portions of 33301 and 33062. Households in Broward County, FL have a median annual income of \$61,502, which is less than the median annual income of \$65,712 across the entire United States. This is in comparison to a median income of \$57,278 in 2018, which represents a 7.37% annual growth. 13.1% of Broward residents live at or below the federal poverty level (Data USA). In addition, in 2019, full-time male employees in Florida made 1.34 times more than female employees – including registered nurses. (Data is not available on a county-level.)

Estimates of uninsured* individuals under 65 years of age are 17.7%, totaling approximately 336,300 individuals combined. The Florida Policy Institute (2020) reported that Florida had an estimated 343,000 uninsured children in 2019, the second highest number in the country (Georgetown University Center for Children and Families). In a short 3-year period (2016-2019), Broward County is reported amongst 20 counties nationwide with the highest number of children uninsured and is highest amongst Latinx children.

Health Needs of the Community

The CHNA conducted in summer/fall of 2022 identified the significant health needs within the Broward 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:

Rank	Health Needs
1	Behavioral Health
2	Diabetes/Obesity
3	Heart Disease and Stroke
4	Cancer
5	Maternal and Infant Health
6	Alzheimer's Disease
7	HIV/AIDS
8	Sickle Cell

Rank	Social Determinants Of Health (SDOH) Needs
1	Health Care Access and Quality
2	Economic Stability
3	Housing/Homelessness
4	Food Environment
5	Safety and Crime

Our Approach to Health Equity

While community health needs assessments (CHNA) and Implementation Strategies are required by the IRS, Trinity Health ministries have historically conducted CHNAs and developed Implementation Strategies as a way to meaningfully engage our communities and plan our Community Health & Well-Being work. Community Health & Well-Being promotes optimal health for those who are experiencing poverty or other vulnerabilities in the communities we serve by connecting social and clinical care, addressing social needs, dismantling systemic racism, and reducing health inequities. Trinity Health has adopted the Robert Wood Johnson Foundation's definition of Health Equity - "Health equity means that everyone has a fair and just opportunity to be as healthy as possible. This requires removing obstacles to health such as poverty, discrimination, and their consequences, including powerlessness and lack of access to good jobs with fair pay, quality education and housing, safe environments, and health care."

This implementation strategy was developed in partnership with community and will focus on specific populations and geographies most impacted by the needs being addressed. Racial equity principles were used throughout the development of this plan and will continue to be used during the implementation. The strategies implemented will mostly focus on policy, systems and environmental change as these systems changes are needed to dismantle racism and promote health and wellbeing for all members of the communities we serve.

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 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.

Hospital Implementation Strategy

Significant health 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 health needs:

- 1 Health Care Access & Quality** – CHNA pages 23-37.
- 2 Food Environment** – CHNA pages 23-37.
- 3 Diabetes/Obesity** – CHNA pages 23-37.

Significant health needs that will not be addressed

Holy Cross Health 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 are the most pressing, under- addressed and within its ability to influence. Holy Cross Health is partnered with local community resources that provide specialized services and ensures that patients are linked appropriately ensuring they receive the care and treatment they need. Holy Cross Health does not intend to address the following health needs:

- **Behavioral Health**
- **Heart Disease and Stroke**
- **Cancer**
- **Maternal and Infant Health**
- **Alzheimer's Disease**
- **HIV/AIDS**
- **Sickle Cell**
- **Economic Stability, Housing/Homelessness and Safety and Crime** – Holy Cross Health leads as a health care entity and is an active community partner providing support to community-based agencies who provide these essential services.

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Health Care Access & Quality



Hospital facility: Holy Cross Health

CHNA reference pages: 23-37, appendix p. 136, 237

Brief description of need:

- 13.3% of Broward adults believe their overall health is “fair” or “poor”
- 12.5% of Broward adults (18-64 years) report having no health care insurance; especially among Black and Caribbean residents
- 13.7% of parents state they were unable to access medical care for their child when they needed it
- 27.1% of Broward adults report low health literacy; especially among lower income, Hispanic, Caribbean, and LGBTQ+ adults
- Provider linguistic and culturally competency

Equitable and Inclusive SMART Objective(s):

1. A primary care nurse-led clinic will be opened in the Sistrunk, 33311 neighborhood by March 2023 that will provide easy access to healthcare and healthcare insurance eligibility services to 1,000 residents in the Sistrunk neighborhood.
2. Renovations of Phase 1 Family Health Center (providing primary care and social support services) will be started by the end of 2022 with a tentative opening date of summer 2023 and increase the number of primary care physicians practicing in 33334 neighborhood by 4 physicians/healthcare providers.
3. Maintain 100% completion of cultural competency/humility training in 2023 among healthcare staff, especially those working with low literacy and Black and Caribbean populations and LGBTQ+, as measured in Healthstream.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Open Holy Cross Primary Care @ Sistrunk	x	x	x	Holy Cross Health	\$225,000 for facility build-out; staff time
				YMCA of Broward County	Space; staff time
				Focus location(s)	Focus Population(s)
				1409 NW 6th St, Fort Lauderdale, FL 33311	Medically Underserved, Medicaid subscribers, Black/African American
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1	Y2	Y3			
Increase number of physicians and healthcare professionals through renovations to Holy Cross Family Health Center @ 5601	x	x	x	Holy Cross Health	\$2.8 million raised from private donors and family foundations toward build
					Holy Cross Medical Group, Lab, and PT are service partners
				Focus location(s)	Focus Population(s)
				5601 No. Dixie Highway / Fort Lauderdale, FL 33308	Medically Underserved, Lower income, Medicaid subscribers, undocumented, LGBTQ+ community
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1	Y2	Y3			
Cultural Proficiency Training and Anti-Racism Training	x			Holy Cross Health	\$70,000 grant by the Community Foundation of Broward
				Focus location(s)	Focus Population(s)
				Holy Cross @ Sistrunk and Holy Cross @ 5601	Medically Underserved populations, Black, Latino, and LGBTQ+

Anticipated impact of these actions:

Impact Measures	Baseline	Target	Plan to evaluate the impact
1,000 medically underserved individuals from the 33311 neighborhoods will make the Holy Cross Primary Care @ Sistrunk their medical home.	-0- current	1000 individuals to be provided with primary care in year 1	Monitor number of new patients per EPIC reports weekly during the first year
Increase physicians/healthcare providers by 4 with the completion of Phase 1 renovation of the Family Health Center @ 5601.	0 physicians/healthcare providers currently in this space	4 physicians /healthcare providers by summer 2023	Certificate of Occupancy achieved and clinic opening
Colleagues and leadership will gain Increased knowledge through participation in Cultural Proficiency Training and Anti-Racism Training	100% colleagues 80% leadership	Maintain 100% of colleagues and increase leadership to 85% by 6/30/2023	85% of colleagues will be complete Cultural Proficiency Training 95% of colleagues will be complete Anti-Racism training measured monthly in Healthstream

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Food Environment



Hospital facility: Holy Cross Health

CHNA reference pages: 22-37 / appendix p. 8, 186, 237

Brief description of need:

- 33% of Broward residents report that they are often/sometimes worried about running out of food
- 52% of the LGBTQ+ population report they are often/sometimes worried about running out of food
- 20.8% Broward adults find it “very” or “somewhat” difficult to access affordable fresh fruits and vegetables; higher among females, young adults, low-income, Black and Caribbean residents
- Broward families in Holy Cross Primary Service Area receiving Supplemental Nutrition Assistance Program (SNAP) benefits is 14% (2019)

Equitable and Inclusive SMART Objective(s):

1. Implement community meetings in the 33311 Sistrunk area beginning January 2023 with key stakeholders including community members, volunteers, traditional/religious/political leaders, partners, and service providers to identify key areas of impact.
2. By end of 2022, identify and engage a local evaluator for the Transforming Communities Initiative.
3. In collaboration with local community partners and residents, 1 policy/environmental change to advance food insecurity will be identified by June 2023.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Engage food experts and people with lived experience to form a Community Coalition that will provide leadership, guidance and input regarding food insecurity	x			Holy Cross Health	\$400,000+
				South Florida Hunger Coalition	Contracted partner
				Focus location(s)	Focus Population(s)
				33311 zip code and living in the Sistrunk area	Individuals and families living in 33311 who have experience with the current food environment
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1	Y2	Y3			
Perform a Root Cause Analysis	x			Holy Cross Health	
				South Florida Hunger Coalition	
				Focus location(s)	Focus Population(s)
				33311 zip code and living in the Sistrunk area	Individuals and families living in 33311 who have experience with the current food environment
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1	Y2	Y3			
Community coalition conducts activities that align with the logic model		x	x	Holy Cross Health	
				South Florida Hunger Coalition	
				Focus location(s)	Focus Population(s)
				33311 zip code and living in the Sistrunk area	Individuals and families living in 33311 who have experience with the current food environment
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
Y1	Y2	Y3			
Hire local evaluator	x			Holy Cross Health	Percentage of total award will be committed to the Evaluator
				Focus location(s)	Focus Population(s)
				33311 zip code and living in the Sistrunk area	Individuals and families living in 33311 who have experience with the current food environment

Anticipated impact of these actions:

Impact Measures	CHNA Baseline	Target	Plan to evaluate the impact
Active involvement of neighborhood residents and members of community-based organizations, houses of faith participating in the Transforming Community Initiative (TCI) Community Coalition in 33311	There is no current Community Coalition	15 actively engaged members in Y1	Local evaluator and lead agency will maintain meeting minutes and attendance
The root cause analysis will identify the breakdown in processes and systems that contributed to food insecurity in 33311 and determine what changes need to be made	None provided in the past	Completion in Y1	Evaluator will maintain documentation of root cause analysis for future presentation and will contribute towards the development of the logic model
A plan will be developed with the community coalition to reduce food insecurity by June 30, 2023.	n/a	Y1	Documentation of the Coalition's work will be monitored by the evaluator and continuously re-assessed for program fidelity

3

Diabetes / Obesity



Hospital facility: Holy Cross Health

CHNA reference pages: 22-37, appendix p. 136, 236

Brief description of need:

- Diabetes is a major cause of death in Broward and did not meet Healthy People 2020 goals
- Diabetes accounted for one of the top (3) chronic disease hospitalizations and charges
- Zip code tabulation area (ZCTA) with high measures of Social Vulnerability Index (SVI) and diabetes had strong special association with high black populations and poverty
- Long-term diabetes had a 46% increase in hospitalizations between 2017-2019 with persons from High Priority Quality Indicators (PQI) zip codes overlapped with social vulnerability and race and ethnicity
- 56.5% of Broward adults and 32.5% of children (5-17years) are overweight

Equitable and Inclusive SMART Objective(s):

1. A Diabetes Community Health Worker will be hired/trained after Oct 1, 2022 and embedded in the Primary Care @ Sistrunk location in early 2023 to provide individual education sessions, lifestyle change classes, and social care screenings/linkages to 100 individuals.
2. A pediatric-lifestyle change program will be piloted with 12 participants in Winter 2022 focusing on children predisposed for diabetes as well as their family units.
3. A Culinary Medicine program will be incepted at the Family Health Center @ 5601 by end of 2023 to provide a curriculum focused on the prevention and management of diabetes and behavior change to 50 participants by the end of 2024.

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

Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Diabetes Community Health Worker (CHW)	x			Holy Cross Health	\$52,000+fringe grant from Trinity Health System Office DPP Lifestyle Coach training In-kind Certified Diabetes Care & Education Specialist CDCES time and training
				Focus location(s)	Focus Population(s)
				1409 NW 6th St, Fort Lauderdale, FL 33311	Medically underserved pre-diabetic population
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Pediatric Lifestyle Change Program	x			Holy Cross Health	SMART Moves Bright Bodies / Yale Medicine curriculum In-kind Facilitator & Program Coordinator Time
				Made in Broward (4-H)	Use of 4-H Cottage located in desired neighborhood
				Focus location(s)	Focus Population(s)
				4-H cottage located in the 33311 neighborhood	Middle and High school students, medically underserved and predisposed for diabetes
Strategy	Timeline			Hospital and Committed Partners (align to indicate committed resource)	Committed Resources (align by hospital/committed partner)
	Y1	Y2	Y3		
Culinary Medicine Program			x	Holy Cross Health	Harvard Medical School Culinary Health Education Fundamentals (CHEF) Coach training ServSafe Food Handlers & Allergens Trainings The Certified Culinary Medicine Specialist (CCMS) Program & The Certified Culinary Medicine Professional Program Training
				Private Philanthropic Donors	\$1.5 million philanthropy dollars for Phase 2 build out including a commercial demonstration kitchen
				Focus location(s)	Focus Population(s)
				Family Health Center @ 5601	Prediabetes and diabetic individuals / and-or medically underserved

Anticipated impact of these actions:

Impact Measures	CHNA Baseline	Target	Plan to evaluate the impact
A full-time Diabetes CHW will be hired and embedded by early 2023 at the Primary Care Clinic @ Sistrunk practice location to provide individual education sessions, lifestyle change classes and social care screenings/linkages to 100 participants.	-0-	100 individuals	Chart Review of Diabetes CHE Clients Dashboard appointment/visit report in EPIC
The Diabetes CHW will provide social needs screening to 100% of their clients by September 28, 2023.	-0-	100% of clients	Social Needs Screening report in EPIC. Chart Review of Diabetes CHW Clients
12 participants will enroll in the Youth Lifestyle Behavior Change Program in Winter 2022.	-0-	12 participants	Program intakes & attendance reports for each class.
Participants in the Youth Lifestyle behavior change program will report an increase in healthier eating choices and physical activity minutes.	-0-	60% of participants	Pre/Post tests will be administered to youth at the onset/end of 12-week program
50 participants will complete the Culinary Medicine series within the first year of programming being offered.	-0-	50 individuals	Attendance records for each class. EPIC documentation & report located on the Dashboard.
As a result of participating in the Culinary Medicine series, 75% of participants will demonstrate increased knowledge, changed attitudes and beliefs and behavior changes related to healthy eating.	-0-	75% of participants	Knowledge, Attitudes, Beliefs, and Behavior (KABB) survey pre/post series

Adoption of Implementation Strategy

On October 17, 2022, the Board of Directors for [insert RHM] voted after review of the 2023-2025 Implementation Strategy for addressing the community health needs identified in the 2022 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.



Mark Doyle / CEO

October 17, 2022
[Date]

