



Holy Cross Hospital | Fort Lauderdale Community Health Needs Assessment Implementation Strategy Fiscal years 2016 - 2018

Holy Cross Hospital (HCH) completed a comprehensive Community Health Needs Assessment (CHNA) that was adopted by the Board of Directors in November 16, 2015.. HCH performed the CHNA in adherence with certain federal requirements for not-for-profit hospitals set forth in the Affordable Care Act and by the Internal Revenue Service. The assessment took into account input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at www.holy-cross.com, or printed copies are available at Holy Cross Hospital.

Hospital Information and Mission Statement

Holy Cross Hospital, Inc. (HCH) located in Fort Lauderdale, Florida is a full-service, non-profit Catholic Hospital, and is part of Trinity Health. Since 1955, Holy Cross Hospital has provided high- quality medical care to the Broward County community while upholding the ethical and moral teachings of the Catholic Church in its policies and practices. Today, Holy Cross Hospital is licensed for 557 beds and the Holy Cross Medical staff consists of more than 600 highly skilled physicians and represents a wide array of medical specialties. In addition, the Holy Cross Physician Partners, an Accountable Care Organization (ACO), is comprised of more than 300 primary care and specialty physicians.

Holy Cross Hospital is located in Broward County, Florida. Broward County is the second most populous county in Florida. In 2009, Broward become the third most racially diverse county in Florida. These two key characteristics combine to create a complex set of problems and opportunities in addressing Broward’s health care challenges.

According to the U S Bureau of Census, State and County Quick facts for 2014:

- is the second most populous county in Florida and the 18th most populous county in the United States.
- Racial make-up is 65.4% white, 28.5% African-American, 0.4% American Indian or Alaskan Native, 0.1% Native Hawaiian or other Pacific Islander, and 2% listing two or more races; 26.9% Hispanic or Latino and 40.8% listing white alone, not Hispanic or Latino.
- Total population is 1.8 million residents and the average age is 39.7 and 15% of the population is over the age of 65 (v2014). Females comprise 51.4% of the population.
- 83% have lived in the same house for over one year.

- 38% speak a language other than English in the home
- 88% are high school or higher graduates.
- 26% under age 65 do not have health insurance.
- The mean income (in 2013 dollars), 2009 – 2013 is \$51,300
- 15% of the population fall below the poverty level
- 43.1% of children fall within the 200% FPL
- 30.5% of adults (18-64) are uninsured

Mission

Holy Cross Hospital’s mission is “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.”

Health Needs of the Community

The CHNA conducted in August – October 2015 identified five significant health needs within the Holy Cross Hospital community. Those needs were then prioritized based on a dot voting system. The five significant health needs identified, in order of priority include:

Access to Affordable Healthcare for Vulnerable Populations #1	<ul style="list-style-type: none"> • Access, Affordability, Availability, Timeliness and non-traditional hours, Insurance, Medicaid • Coordination, Continuum of care, Transportation, Language / Cultural barriers
Health Education and Wellness #2	<ul style="list-style-type: none"> • Health screenings, Navigating the system, Chronic Disease and Wellness self-management • Health education, literacy, messages and interventions, Mental Health First Aid
Homelessness / Food Insecurity / Poverty #3	<ul style="list-style-type: none"> • Asset limited income constrained earnings, evictions, job loss • Single-headed households
Mental Health #4	<ul style="list-style-type: none"> • Access, Affordability, Availability, Timeliness and non-traditional hours • Quality of life
Alcohol and Substance Abuse #5	<ul style="list-style-type: none"> • Access, Affordability, Availability

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:

- **Access to Affordable Healthcare for Vulnerable Populations –**
NEED:
 The following were items were identified as most needed by the CHNA: Access, Affordability, Availability, Timeliness and non-traditional hours, Insurance, Medicaid, Coordination of care, Continuum of care, Transportation, Language / Cultural barriers
 Strategy on page #4
- **Health Education and Wellness**
NEED:
 The following were items were identified as most needed by the CHNA: Community based Health screenings; Assistance navigating the system; Chronic disease and wellness self-management; Health education, health literacy, messages and interventions, Mental Health First Aid
 Strategy on page #6
- **Homelessness / Food Insecurity / Poverty**
NEED:
 The following were items were identified as most needed by the CHNA: Individuals and families experiencing Asset limited income constrained earnings, evictions, job loss, and single-headed households contributing to economic hardship
 Strategy on page #7
- **Mental Health – Detailed need specific Implementation**
NEED:
 The following were items were identified as most needed by the CHNA: Access, Affordability, Availability, Timeliness and non-traditional hours having a direct impact on individual and family's Quality of life
 Strategy on page 8

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 need:

- **Alcohol and Substance Abuse** – HCH lacks the appropriate expertise and resources to adequately address this outstanding need. HCH will continue to engage and partner with community coalitions and committees to support and assist in addressing this outstanding this need.

This implementation strategy specifies community health needs that the Hospital has determined to meet 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 the three years ending June 30, 2018, 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 2016 2018**

HOSPITAL FACILITY:	Holy Cross Hospital Fort Lauderdale		
CHNA SIGNIFICANT HEALTH NEED:	Access to Affordable Healthcare especially for Vulnerable Populations		
CHNA REFERENCE PAGE:	p. 23	PRIORITIZATION #:	One
BRIEF DESCRIPTION OF NEED: Access, Affordability, Availability, Timeliness and non-traditional hours, Insurance, Medicaid, Coordination of care, Continuum of care, Transportation, Language / Cultural barriers			
GOAL: Improve access to healthcare, especially primary healthcare for vulnerable populations.			
OBJECTIVE: Participate with local Enroll America partners, Florida Hospital Association advocacy, and enrollment opportunities to expand coverage Provision of expanded healthcare teams will improve access to and coordination of primary care for vulnerable populations. Educate clients and health professionals on opportunities re: barriers to care including: transportation, language, and culture			
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:			
<ol style="list-style-type: none"> 1. Partner with Enroll America / Broward Regional Health Council 2. Participate in activities and advocacy re: ACA Enrollment and FL Medicaid Expansion 3. Seek new opportunities to become an integrated partner in the transition of care for vulnerable populations 4. Explore alternate models for the current Mission clinic, ie: Federally Qualified Health Center (FQHC), Community Health Center (CHC), etc. 			
ANTICIPATED IMPACT OF THESE ACTIONS:			
<ol style="list-style-type: none"> 1. Increase the number of persons with healthcare benefit coverage in Broward County 2. Link individuals to primary care providers and maintenance of their health, well-being, and independence 			
PLAN TO EVALUATE THE IMPACT:			
<ol style="list-style-type: none"> 1. Measurement of the number Broward County citizens who acquire healthcare coverage 2. Outcome tracking of targeted individuals engaging in and adherence of appointments with primary care provider 			
PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:			
(All) Community Outreach programs: Faith Community Nurses, School Health, Financial Assistance program, Accountable Care Organization, Transitional Nursing Care Team			

COLLABORATIVE PARTNERS:

Enroll America partners, Faith Community, Transitional and Population Health Nurses, ACO, HCMG Primary Medical Homes, Mission Clinic, Community Clinics and FQHCs

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2016 2018**

HOSPITAL FACILITY:	Holy Cross Hospital Fort Lauderdale		
CHNA SIGNIFICANT HEALTH NEED:	Health Education and Wellness		
CHNA REFERENCE PAGE:	p. 23	PRIORITIZATION #:	Two
BRIEF DESCRIPTION OF NEED: Community based Health screenings; Assistance navigating the system; Chronic disease and wellness self-management; Health education, health literacy, messages and interventions, Mental Health First Aid			
GOAL: Increase access to literacy, lingual and culturally appropriate health education and community-based screenings.			
OBJECTIVE: Identify and improve access and staff sensitivity to appropriate health education materials Provide opportunities for health screening that meet the language, cultural, and literacy needs of the community			
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED: <ol style="list-style-type: none"> 1. Identify gaps in health education materials, messages and interventions 2. Provide education and support to minimize gaps 3. Provide health screening appropriate for the community being served 			
ANTICIPATED IMPACT OF THESE ACTIONS: <ol style="list-style-type: none"> 1. Improve awareness, knowledge and comprehension of health messaging 2. Increased requests for Holy Cross presence at community based screening events 			
PLAN TO EVALUATE THE IMPACT: <ol style="list-style-type: none"> 1. Anecdotal patient reports and improved self-management 2. Number of community requests for screening 3. Increased availability of literacy, language and culturally appropriate materials in Primary Medical Homes 			
PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT: (All) Community Outreach programs: Faith Community Nurses, School Health, Growing Healthy Kids, Hospital, Urgent Cares, Holy Cross Medical Group, Human Resources			
COLLABORATIVE PARTNERS: Faith Community, Transitional and Population Health Nurses, ACO, HCMG Primary Medical Homes, Home Health, Residency Program, Department of Health-Broward County, United Way			

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2016 2018**

HOSPITAL FACILITY:	Holy Cross Hospital Fort Lauderdale		
CHNA SIGNIFICANT HEALTH NEED:	Homeless / Food Insecurity / Poverty		
CHNA REFERENCE PAGE:	p. 24	PRIORITIZATION #:	Three
BRIEF DESCRIPTION OF NEED: Individuals and families experiencing Asset limited income constrained earnings, evictions, job loss, and single-headed households contributing to economic hardship			
GOAL: Improve access to affordable housing and food security.			
OBJECTIVE: Improve the health and welfare of Broward's lower income earning and homeless citizens by participating in change.			
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:			
<ol style="list-style-type: none"> 1. Participate with local community housing coalitions, community based organizations to work to improve access to affordable housing 2. Explore opportunities with local community housing coalitions and community based organizations for medical respite housing 3. Participate in food security opportunities, including but not limited to community coalitions and task forces, organizations and pantries 4. Advocate for living wages and opportunities to improve community welfare 			
ANTICIPATED IMPACT OF THESE ACTIONS:			
<ol style="list-style-type: none"> 1. Holy Cross will be viewed as a community partner in the homeless, housing, and food securing arena 			
PLAN TO EVALUATE THE IMPACT:			
<ol style="list-style-type: none"> 1. Number of community based housing units will increase as a result of an improved PIT count and federal funding leveraged 2. Increase community access to fresh food in food deserts as a result of community coalitions, advocacy, and coalition building 			
PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT: Community Outreach programs, Financial Assistance, participation in Agency Boards of Directors			
COLLABORATIVE PARTNERS: Broward County Homeless Coalition; homeless community agencies, food pantries and soup kitchens			

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS 2015 2018**

HOSPITAL FACILITY:	Holy Cross Hospital Fort Lauderdale		
CHNA SIGNIFICANT HEALTH NEED:	Mental Health		
CHNA REFERENCE PAGE:	p. 24	PRIORITIZATION #:	Four
BRIEF DESCRIPTION OF NEED: Access, Affordability, Availability, Timeliness and non-traditional hours having a direct impact on individual and family's Quality of life			
GOAL: Improve access to quality of life for Broward's behavioral health population			
OBJECTIVE: Holy Cross will partner with existing behavior all health agencies to work toward achieving improved quality of life together.			
ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:			
<ol style="list-style-type: none"> 1. Partner with Henderson Behavioral Health 2. Participate in Community Mental Health First Aid Training of the Training course 3. Provide community based Mental Health first aid classes 			
ANTICIPATED IMPACT OF THESE ACTIONS: Increase community and associate awareness of behavioral health issues and how to appropriately respond and refer			
PLAN TO EVALUATE THE IMPACT: Number of Mental Health First Aid classes provided to number of community members and professional colleagues			
PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT: Community Outreach Manager and RN educators, space to host community classes			
COLLABORATIVE PARTNERS: Henderson Behavioral Health, Broward Mental Health Association, Broward Community Mental Health Coalition			

Adoption of Implementation Strategy

On November 11, 2015 an Executive Committee Meeting of Holy Cross Hospital met to discuss the fy2016 – 2018 Implementation Strategy for addressing the community health needs identified in the fy2015 – 2018 Community Health Needs Assessment. On November 16, 2015, the Board of Directors for Holy Cross Hospital, met to discuss the fy2016 - 2018 Implementation Strategy for addressing the community health needs identified in the fy2015 - 2018 Community Health Needs Assessment. Upon review, the Executive Committee and the Board approved this Implementation Strategy and the related budget.

Name & Title	11 / 11 / 2016
	Date