

Central Texas Rehabilitation Hospital

Implementation Strategy for the 2022 CHNA



Ascension



The purpose of this Implementation Strategy is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment. The significant health needs that the hospital does not intend to address are identified and a rationale is provided. Special attention has been given to the needs of individuals and communities who are more vulnerable, unmet health needs or gaps in services, and input gathered from the community.

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The 2021 Implementation Strategy was approved by the Governing Board of CTRH, L.L.C. on August 23, 2022 (2021 tax year), and applies to the following three-year cycle: August 2022 to August 2025. This report, as well as the previous report, can be found at our public website.

We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.

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Executive Statement

The 2021 Implementation Strategy represents a collaborative effort in order to gain a meaningful understanding of the most pressing health needs across Central Texas Rehabilitation Hospital and Ascension Seton's service area. Ascension Texas, an affiliate of Ascension Seton, is a minority limited partner of Central Texas Rehabilitation Hospital, and so these organizations collaborated to prepare this Implementation Strategy.

Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable.

Central Texas Rehabilitation Hospital

Central Texas Rehabilitation Hospital is a state-of-the-art, 50-bed inpatient acute rehabilitation hospital dedicated to the treatment and recovery of individuals who have experienced a loss of function due to an injury or illness. We offer intensive, patient-focused, specialized rehabilitation services.

Our rehabilitation programs provide ongoing care to patients in their recovery journey. We offer customized, intense rehabilitation tailored to the individual needs of those recovering from stroke, brain injury, neurological conditions, trauma, spinal cord injury, amputation, and orthopedic injury.

For more information about Central Texas Rehabilitation Hospital, visit <https://www.centraltexasrehabhospital.com/>

Overview of the Implementation Strategy

Purpose

This Implementation Strategy (IS) is the hospital's response to the health needs prioritized from its current Community Health Needs Assessment (CHNA). It describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with Ascension Texas's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

IRS 501(r)(3) and Form 990, Schedule H Compliance

The CHNA and IS satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA). As part of the ACA, all not-for-profit hospitals are required to conduct a CHNA and adopt an iIS every three years. Requirements for 501(c)(3) Hospitals Under the Affordable Care Act are described in Code Section 501(r)(3), and include making the CHNA report (current and previous) widely available to the

public. In accordance with this requirement, electronic reports of both the CHNA and the current IS can be found at <https://healthcare.ascension.org/CHNA> and paper versions can be requested at Central Texas Rehabilitation Hospital Administrative Offices.

Process to Prioritize Needs

Central Texas Rehabilitation Hospital, with contracted assistance from Alpinista Consulting, applied a phased prioritization process, described below, to identify the priority needs in the Central Texas Rehabilitation Hospital service area in the CHNA.

The first step was to gather data from a variety of quantitative and qualitative sources to understand the raw data in terms of trends, gaps, perceptions and opinions. Quantitative needs were categorized into groups such as health behaviors, social determinants of health, length of life, quality of life, clinical care, and systemic issues in order to better develop measures and evidence-based interventions that respond to the determined condition.

From there, with guidance from Alpinista consulting, quantitative and qualitative data were reviewed and analyzed through a “validation” process, whereby themes that emerged from the qualitative data gathering process were matched against analysis of trends and stark gaps in key indicators of the County Health Rankings Data (the primary source of the quantitative data). Specifically, Ascension Seton compared themes that emerged from the qualitative data gathering activities to various data “filters” of quantitative data, including: 1) Quantitative indicators of health and social needs that were worse by greater than one standard deviation compared to Texas and/or national indicators, 2) Analysis of trends over time that revealed worsening conditions related to health and social needs, 3) Analysis of significant gaps in health and social indicators among geographies within the service region as well as socio-economic and demographic (including racial and ethnic) indicators.

Next, “sensemaking” teams were convened with internal and external stakeholders to review the validated data and identify, through the lens of impact and alignment with Ascension Seton capacities and strategic priorities, which of the data points, or themes might be appropriate for prioritization. The sensemaking process, completed through a series of six sessions with three internal groups and three external groups, asked participants to consider the identified needs through various criteria, including the following:

- Alignment of problem with Central Texas Rehabilitation Hospital’s strengths, capacities and priorities
- Impact on vulnerable populations
- Importance of problem to the community
- Organizational resources available to address problem

Based on the results of the sensemaking sessions, the CHNA Steering Committee¹ prioritized which of the identified needs were most significant.

¹ The CHNA Steering Committee is comprised of internal leaders Ray Anderson (Chief Strategy Officer), Lauren Baker (VP of Academic Integration & Chief of Staff), Derek Covert (Chief Mission Integration Officer and VP Canonical Affairs), and Kate Henderson (President -

Central Texas Rehabilitation Hospital has selected those needs determined by the CHNA Steering Committee as the prioritized needs to develop a three-year IS for each of the 12 hospitals in the Ascension Seton network, as well as the six joint ventures in its service area. Although each hospital may address many more needs, the prioritized needs will be at the center of a formal CHNA IS and corresponding tracking and reporting.

Through the prioritization process for the 2021 CHNA, the prioritized needs are as follows:

- **Mental and Behavioral Health** - This need was selected because a number of key indicators reveal the significant and growing concerns over mental and behavioral health needs in our region. Many of these concerns are long standing, including reported numbers of poor mental health days and upward trending suicide rates and substance use and abuse. Coupled with the effects of the pandemic, concerns around isolation, anxiety and depression heightened needs around mental and behavioral health.
- **Access to Care** - This need was selected because both qualitative and quantitative data revealed significant and increasing needs around issues of accessing care, particularly regarding affordability and insurance coverage for care, transportation- especially in the rural parts of Ascension's service area, telemedicine and access to sufficient broadband infrastructures, and navigation of the complex medical system and services..
- **Social Determinants of Health** - This need was selected because many of the counties in the Ascension Seton service area have multiple indicators related to social needs that are significantly worse than averages for Texas and the United States, including lower access to exercise opportunities, lower rates of home ownership, very high rates of childhood poverty and low median household incomes, among others. Focus groups also mentioned food security and housing as significant barriers to healthy living.
- **Health Equity** - This need was selected because significant gaps in health indicators and outcomes exist in the Ascension Seton service region according to County Health Rankings data and focus groups revealed narratives of cultural and language barriers to receiving care.

Central Texas Rehabilitation Hospital understands the importance of all the health needs of the community and is committed to playing an active role in improving the health of the people in the communities it serves and has chosen to focus its efforts on the priorities listed above.

Needs That Will Be Addressed

This IS will address access and affordability of healthcare. Central Texas Rehabilitation Hospital understands the importance of all the health needs of the community and is committed to playing an active role in improving the health of the people in the communities it serves.

Regional Hospitals and Strategic Community Partnerships), and community partners Dr. Jewel Mullen (Associate Dean for Health Equity and Associate Professor, Department of Population Health at The University of Texas), and Dr. Andrew Springer (Associate Professor, Health Promotion and Behavioral Sciences at The University of Texas School of Public Health.



Needs That Will Not Be Addressed

This IS will not address mental health, social determinants of health nor health equity. Ascension Texas partners will be addressing each of these needs in their IS. Also, this report does not encompass a complete inventory of everything Central Texas Rehabilitation Hospital does to support health within the community.

Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this IS can be submitted via the website: <https://healthcare.ascension.org/chna>.

Approval and Adoption by Governing Board of CTRH, L.L.C.

To ensure the Central Texas Rehabilitation Hospital efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 IS was presented and adopted by the Governing Board of CTRH, L.L.C. on August 23, 2022. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions in the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Action Plans

The IS below is based on prioritized needs from the hospital’s most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years. While these remain a priority, the hospital will continue to offer additional programs and services to meet the needs of the community.

The IS lists actions that this hospital is taking to address the needs, recognizing that needs are complex and multi-layered. More specific information about how the “Actions” and “Measurement” under each IS are carried out and tracked are in an Evaluation Plan. The information gathered for evaluation will be used to report on each activity listed along with others that may align with the strategies adopted.

STRATEGY 1	
Hospital Name	Central Texas Rehabilitation Hospital
Prioritized Health Need	Access to Care
Strategy	Provide stroke prevention and education programs. Help participants with effective coping , alleviating stress and creates an outlet for survivors and caregivers
Background Information	<ul style="list-style-type: none"> Central Texas Rehabilitation Hospital hosts a free monthly stroke support group for stroke survivors as well as their families and caregivers The approach for the support group includes: 1. Support/Education (Q&A) 2. Inspiration (Reassure others “Life gets better”) 3. Motivation (Encourage action and acknowledge improvement) 4. Practical (Offers options, helpful tips and resources information) Central Texas Rehabilitation Hospital will continue to expand medical staff in specialties such as stroke certification who can be available for consults and treatment for patients at Central Texas Rehabilitation Hospital
Collaborators	<ul style="list-style-type: none"> Central Texas Rehabilitation Hospital collaborates with Ascension Seton program initiatives on this strategy Central Texas Rehabilitation Hospital promotes this support group through Texas Health and Human Services’ online listings of Brain Injury Support Groups
Resources	<ul style="list-style-type: none"> Central Texas Rehabilitation Hospital will provide the space, staff, and educational materials for the support group
ACTION STEPS	
	Plan activities and produce educational materials for stroke support group
	Host monthly stroke support group
MEASUREMENT	

<ul style="list-style-type: none"> • Number of community members receiving education and support • Number and types of programs offered
ANTICIPATED IMPACT
<i>Short Term:</i> Improve participants' quality of life after a stroke
<i>Long Term:</i> Improve participants' quality of life after a stroke

STRATEGY 2
Hospital Name Central Texas Rehabilitation Hospital
Prioritized Health Need Access to Care
Strategy Provide amputee education on fall prevention, safety and coping mechanisms
Background Information <ul style="list-style-type: none"> • Central Texas Rehabilitation Hospital will host education sessions in coordination with Central Texas Amputees of Austin • Central Texas Rehabilitation Hospital will continue to promote and incorporate staff to help provide education and support to group participants
Collaborators <ul style="list-style-type: none"> • Central Texas Rehabilitation Hospital collaborates with Central Texas Amputees of Austin regarding initiatives on this strategy • Central Texas Rehabilitation Hospital will promote this support group through in-house promotion w/ our amputee patients through flyers posted in the hospital and social media
Resources <ul style="list-style-type: none"> • Central Texas Rehabilitation Hospital will provide the space, staff, and educational materials for the support group
ACTION STEPS
Plan activities and produce educational materials for amputee support group
Host monthly amputee support group
Promote support group and information about amputee programs to the community
MEASUREMENT
<ul style="list-style-type: none"> • Number of community members receiving education and support • Number and types of programs offered
ANTICIPATED IMPACT
<i>Short Term:</i>

Improve participants' quality of life after experiencing an amputation

Long Term:

Improve participants' quality of life after experiencing an amputation

STRATEGY 3
Hospital Name Central Texas Rehabilitation Hospital
Prioritized Health Need Access to Care
Strategy Provide COVID vaccinations and education programs
Background Information <ul style="list-style-type: none"> • Central Texas Rehabilitation Hospital offers free COVID vaccination to employees, employee's families and the community at large • Central Texas Rehabilitation Hospital will continue to address public health crises with direction from our partners, federal state and local governments
Collaborators <ul style="list-style-type: none"> • Central Texas Rehabilitation Hospital collaborates with Ascension Seton program initiatives on this strategy • Central Texas Rehabilitation Hospital promotes vaccine clinics and programs through Texas Health and Human Services and federal, state and local governments
Resources <ul style="list-style-type: none"> • Central Texas Rehabilitation Hospital provides medication storage, space, staff, the facility site and educational materials for the community
ACTION STEPS
Establish a location for providing vaccines and use it to serve the community while providing educational materials about COVID
Log weekly and monthly COVID infections in vaccination tracking system and communicate to federal, state and local governments
Promote support group and information about vaccination programs to the community
MEASUREMENT
<ul style="list-style-type: none"> • Number of community members receiving vaccines • Number of vaccine clinics offered
ANTICIPATED IMPACT
<i>Short Term:</i> Reduce severity of infection and hospitalizations associated with COVID

Long Term:

Prevent/minimize the public health risks associated with COVID in the community

Evaluation

Central Texas Rehabilitation Hospital, in partnership with Ascension Seton, will develop a comprehensive measurement and evaluation process for the IS. The Ministry will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. Central Texas Rehabilitation Hospital, in partnership with Ascension Seton, uses a tracking system to capture community benefit activities and implementation. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.