

Brooks Rehabilitation Hospital CHNA Implementation Strategy

Adopted by the Community Health Committee of the Brooks Health System
Governing Board on: March 23, 2016

This document describes how Brooks Rehabilitation Hospital (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on March 30, 2016. See the CHNA report at www.BrooksRehab.org. The implementation strategy describes how the hospital plans to address significant community health needs in calendar years 2016 through 2018.

The 2015 CHNA report and this implementation strategy were undertaken by the hospital to assess and address significant community health needs, and in accordance with Internal Revenue Service (IRS) regulations in Section 501(r) of the Internal Revenue Code.

This implementation strategy addresses the significant community health needs described in the CHNA report. It identifies significant needs that the hospital plans to address through various strategic initiatives and articulates why the hospital does not plan to address other needs identified in that report.

Brooks Rehabilitation Hospital reserves the right to amend this implementation strategy as circumstances warrant. Certain community health needs may become more pronounced during the next three years and merit enhancements to the described strategic initiatives. Alternatively, other organizations may decide to change resources devoted to addressing one or more of the significant community health needs, and as a result the hospital may amend its strategies and focus on other identified needs.

The document contains the following information:

1. About Brooks Rehabilitation Hospital
2. Definition of the Community Served
3. Summary of Significant Community Health Needs
4. Implementation Strategy to Address Significant Health Needs
5. Needs Brooks Rehabilitation Hospital Will Not Address
6. Implementation Strategy Adoption

1. About Brooks Rehabilitation Hospital

Brooks Rehabilitation Hospital is a 157-bed specialty hospital facility that has provided rehabilitation services for over 49 years to residents of Northeast Florida and beyond. The hospital currently provides a wide range of services, including inpatient rehabilitation, skilled nursing services, home care, outpatient therapy, and specialty programs.

The organization's statement of mission, vision, and values follows.

Mission

The mission of the hospital is to empower people to achieve their highest level of recovery and participation in life through excellence in rehabilitation.

Vision

Our vision is to be the recognized leader in providing a system of world-class rehabilitation solutions, advancing the health and well-being of our communities.

Values

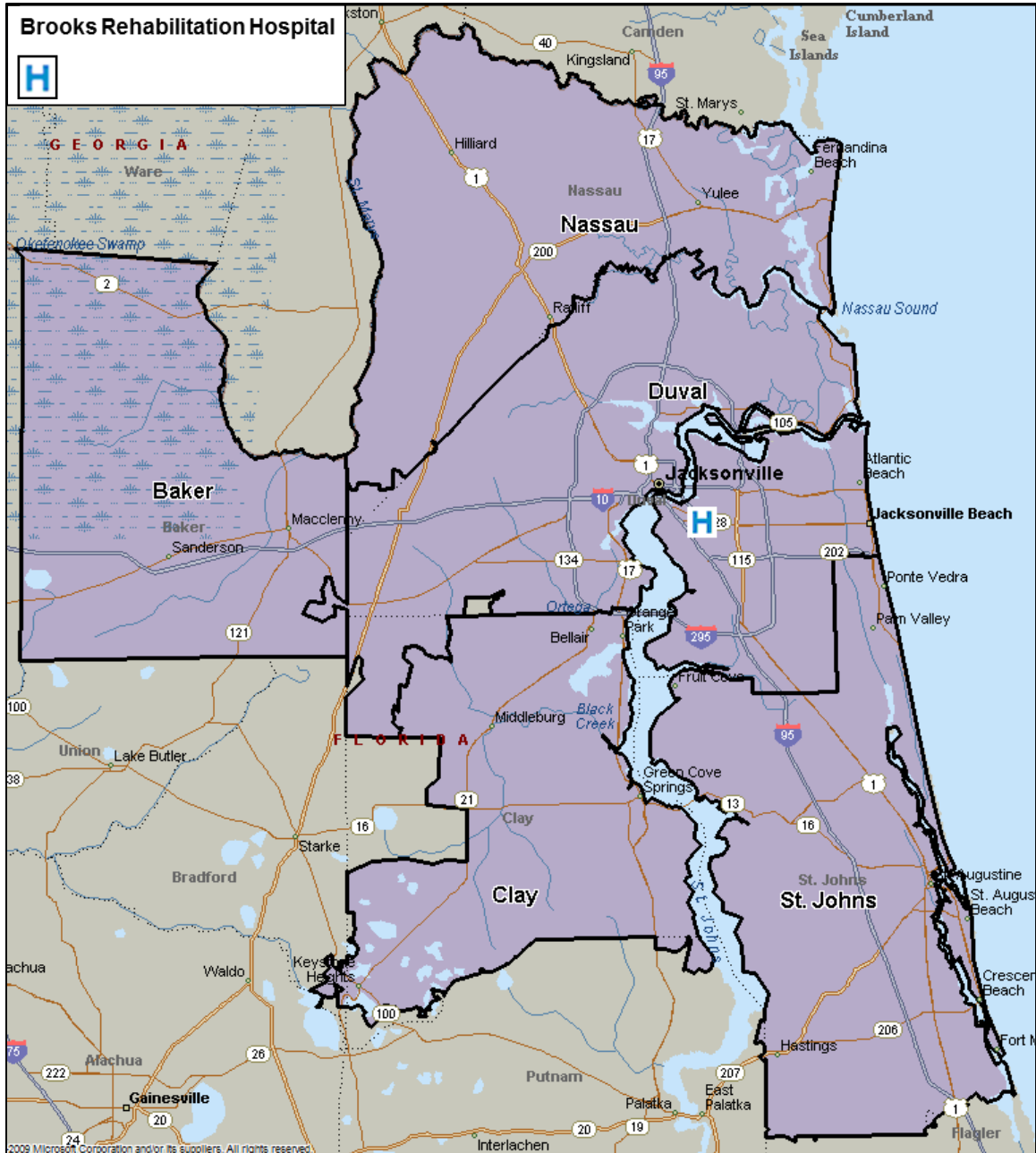
Excellence in Care, as demonstrated through:

- Innovation
- Integrity
- Service
- Compassion
- Teamwork
- Accountability
- Continuous learning

More information about Brooks Rehabilitation Hospital can be found at <http://www.brooksrehab.org/>.

2. Definition of the Community Served

For the purposes of Brooks Rehabilitation Hospital CHNA, the community was defined as Baker, Clay, Duval, Nassau, and St. Johns counties, mapped below. In 2014, over 79 percent of the hospital's inpatient discharges originated from these counties.



Source: Microsoft MapPoint 2015.

In 2015, the community was estimated to have a population of approximately 1,400,000 persons.

3. Summary of Significant Community Health Needs

Brooks Rehabilitation Hospital's 2015 CHNA identified a number of significant health needs in Baker, Clay, Duval, Nassau, and St. Johns counties. The CHNA process considered and assessed a wide range of primary and secondary data sources including structured interviews with persons who represent the broad interests of the community and those with expertise in public health, and assessments and studies prepared by other organizations. The CHNA report identified eight (8) health needs as significant in the community, as described below.

Significant Community Health Needs Identified in the 2015 CHNA

Access

- The hospital provides services needed by patients after they have been admitted to other hospitals due to injuries, strokes, treatment for heart disease or failure, orthopedic issues, and other acute medical/surgical conditions.
- Negative cultural beliefs exist regarding those with physical and mental disabilities in the region, and there is an overall lack of understanding of the unique challenges faced by those with disabilities.
- Barriers to accessing rehabilitation-related services include a lack of knowledge about available services (particularly among those who are newly disabled), a lack of affordable dental care that is accessible to disabled individuals, significant transportation barriers, and a need for more physicians and specialists experienced in serving the needs of disabled patients.

Built Environment

- Infrastructure for healthy living is not equally distributed in the community.
- The built environment poses a barrier to accessing health care among those with disabilities, oftentimes due to a related concern regarding difficulties in accessing transportation. Barriers also include low quality sidewalks, lack of sidewalks, limited ramp access into raised buildings, narrow corridors, limited parking, parks that are inaccessible for disabled persons, and small handicapped parking spaces.

Health Disparities

- Cohorts with known, unique health needs that are expected to grow rapidly between 2015 and 2020 include the Hispanic (or Latino) population (growth of 23 percent), and the population aged 65 years and older (growth of 23 percent). In 2014, about 57 percent of Brooks' inpatients were 65 years of age and older.
- Disability rates for some populations and types of disabilities are higher than the Florida average across the five county communities, and are particularly high for the population 65 years and older in Baker County.
- Nearly 60,000 Duval residents aged 21 to 64 have a disability and these residents are less than half as likely to be employed compared to residents without a disability.
- Health issues that are highly problematic for low-income residents include the inability to visit a doctor due to cost, and rates of obesity, asthma, stroke, heart disease, and poor mental health.

Significant Community Health Needs Identified in the 2015 CHNA

Mental Health/Depression

- In 2014, 21 percent of Brooks' inpatients were diagnosed with one or more mental illnesses. Seventeen percent were diagnosed with diabetes. Four percent were diagnosed with both mental illness and diabetes.
- The number of mental health providers available (on a per-capita basis) in Baker, Clay, Nassau, and St. Johns counties is well below the U.S. average.
- There is a comparative lack of mental health resources in Florida, and in Northeast Florida in particular.
- Poor mental health is a major concern among disabled populations and their caregivers. Access to mental health care providers, including psychiatrists is a related concern. The disabled population faces many barriers to seeking mental health services that are related to transportation issues, time management, cultural competency barriers, and the built environment.

Obesity/Nutrition/Lifestyle

- Duval County ranked in the bottom quartile of peer counties for adult obesity rates and for "adult physical inactivity."
- Food deserts are present in Baker, Clay, Duval, and St. Johns counties.
- Community members report that disabled residents are not well informed about nutrition, and that specifically tailored to the nutritional needs of those with disabilities is required in order to improve the health among disabled residents education.
- Community members also identified obesity as a concern within the community and the patients served by Brooks. Health behaviors of greatest concern include alcohol use, poor diet and nutrition, and limited physical activity. Insufficient health education tailored to the needs of those with disabilities contributes to obesity.

Stroke Prevention

- Stroke mortality rates (age-adjusted) for Baker, Clay, and Duval counties, in 2011-2013, were above Florida averages. Mortality from heart disease also is above average in Baker, Duval, and Nassau counties.
- Stroke hospitalization rates (age-adjusted) for Baker, Clay, Duval, and Nassau counties, in 2011-2013, were well above Florida averages. Hospitalization rates from heart disease also were above average in these counties.

Transportation

- Community members expressed concern about how a lack of reliable public transportation makes it difficult to access health care services, particularly for low-income, elderly, and disabled residents, and those who travel long distances for care or live in the Northside of Jacksonville. Transportation barriers contribute to missed appointments and failure to seek care for health concerns.
- Two-thirds of area residents do not consider mass transit services to be adequate.
- Many elders are unable to use public transportation for multiple reasons, including mobility limitations, cost, and scheduling requirements. The lack of transportation can impact access to prescription drugs.

Significant Community Health Needs Identified in the 2015 CHNA

Unintentional Injury

- Injury mortality rates in Baker, Clay, Duval, and Nassau counties are above the U.S. averages.
- Motor vehicle deaths in Clay, Duval, and Nassau counties are well above rates in peer counties.
- Mortality rates from motor vehicle crashes (age adjusted), in 2011-2013, were above Florida averages for all five counties. The rate in Baker County was more than two-times the Florida average.
- The repeal of requirements to wear motorcycle helmets has contributed to morbidity and mortality in the community and throughout Florida.

4. Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how Brooks Rehabilitation Hospital plans to address the significant community health needs identified in the 2015 CHNA. The hospital reviewed the CHNA findings and applied the following criteria to determine the most appropriate needs for Brooks Rehabilitation Hospital to address:

- The extent to which the hospital has resources and competencies to address the need;
- The impact that the hospital could have on the need (i.e., the number of lives the hospital can impact);
- The frequency with which stakeholders identified the need as a significant priority; and
- The extent of community support for the hospital to address the issue and potential for partnerships to address the issue.

By applying these criteria, the hospital determined that it will address the significant health needs identified by Y (for Yes) in the table that follows. Issues identified by N (for No) represent issues that the hospital does not plan to address during the 2016-2018 time period.

Significant Community Health Needs Identified in the 2015 CHNA	Intend to Address (Y/ N)
Access	N
Built Environment	N
Health Disparities	N
Mental Health/Depression	Y
Obesity/Nutrition/Lifestyle	Y
Stroke Prevention	Y
Transportation	N
Unintentional Injury Prevention	Y

For each significant health need that the hospital intends to address, the following strategy describes:

- Actions Brooks Rehabilitation Hospital intends to take, including programs and resources it plans to commit;
- Anticipated impact of these actions and a plan to evaluate that impact; and
- Planned collaborations between the hospital and other organizations.

Mental Health/Depression

To address this need, Brooks Rehabilitation Hospital will undertake the following program initiatives:

1. Provide ongoing community benefit programming including:
 - Brooks Rehabilitation Adaptive Sports & Recreation
 - Brooks Rehabilitation Aphasia Center
 - Brooks Rehabilitation Neuro Recovery Center
 - Brooks Rehabilitation Brain Injury Clubhouse
 - Brooks Rehabilitation Wellness Programs
 - Brooks Rehabilitation Adaptive Pediatric Recreation
 - Brooks Rehabilitation Motion Analysis Center
 - Brook School Re-entry Program

The above community programming addresses physical well-being, social interaction, mental well-being, education needs, and purpose of life.

Planned Collaborations: In implementing the above initiatives, Brooks Rehabilitation Hospital anticipates collaborating with the following organizations:

- Airgas
- Big Orange Chorus
- Challenged Athletes Foundation
- Challenge Enterprises
- City of Jacksonville
- City of Jacksonville Beach
- City of Jacksonville, Disabled Services
- First Coast YMCA
- Fort Caroline Archery Club
- Gander Mountain
- Haven Horse Ranch
- Holiday Inn Express & Suites
- Home Sweet Accessible Home
- International Brain Injury Clubhouse Alliance
- International Paraplegic Club
- Jacksonville Beach Golf Club
- Jacksonville Beach Life Guards
- Jacksonville Clay Target Sports
- Jacksonville Ice & Sportsplex
- Jacksonville Jaguars
- Jacksonville University
- Jax Parks
- Life Rolls On Foundation
- MaliVai Washington Kids Foundation
- National Alliance for Accessible Golf
- Rotary Club of East Arlington
- UCanSki2
- University of North Florida
- Jacksonville University
- Florida State College Jacksonville
- University of St. Augustine
- Keiser University
- Concorde Career Institute Jacksonville
- University of Florida

Anticipated Impacts:

- Improvement in Quality of Life

Evaluation Plan:

- The World Health Organization Quality of Life assessment tool will be provided at initial intake, 2 months, 6 months, and 12 months to compare improvements to national standards for appropriate community benefit programs.

Obesity/Nutrition/Lifestyle

To address this need, Brooks Rehabilitation Hospital will undertake the following program initiatives:

1. The Brooks Rehabilitation Adaptive Sports & Recreation offers 13 weekly activities designed to meet the needs and interests of our diverse community along age, ability, lifestyle, and personal interest parameters.
2. The Brooks Rehabilitation Stroke Wellness Program offers supervised individual exercise program designed for persons who are recovering from the effects of a stroke.
3. The Brooks Rehabilitation Brain Injury Wellness Program offers supervised individual exercise program designed for persons living with a brain injury.
4. The Brooks Rehabilitation Parkinson's Wellness Program offers supervised individual exercise program designed for persons living with Parkinson's disease.
5. The Brooks Rehabilitation Multiple Sclerosis Wellness Program offers group exercise class adapted for persons living with multiple sclerosis. The chair class focuses on balance, flexibility, strength, and coordination through exercises that can be completed seated or standing.
6. The Brooks Rehabilitation Kids Play Day is an exercise and nutrition education program for children ages 10-12 with a waist circumference of 74 cm or more.
7. The Brooks Rehabilitation Brain Injury Clubhouse provides members participation in exercise activities for Brain Injury and stroke survivors.

Planned Collaborations: In implementing the above initiatives, Brooks Rehabilitation Hospital anticipates collaborating with the following organizations:

- First Coast YMCA
- MS Society
- Airgas
- Big Orange Chorus
- Challenged Athletes Foundation
- Challenge Enterprises
- City of Jacksonville
- City of Jacksonville Beach

- City of Jacksonville, Disabled Services
- Fort Caroline Archery Club
- Gander Mountain
- Haven Horse Ranch
- Holiday Inn Express & Suites
- Home Sweet Accessible Home
- International Brain Injury Clubhouse Alliance
- International Paraplegic Club
- Jacksonville Beach Golf Club
- Jacksonville Beach Life Guards
- Jacksonville Clay Target Sports
- Jacksonville Ice & Sportsplex
- Jacksonville Jaguars
- Jacksonville University
- Jax Parks
- Life Rolls On Foundation
- MaliVai Washington Kids Foundation
- National Alliance for Accessible Golf
- Rotary Club of East Arlington
- UCanSki2
- University of North Florida
- Jacksonville University
- Florida State College Jacksonville
- University of St. Augustine
- Keiser University
- Concorde Career Institute Jacksonville
- University of Florida
- Red Hat Society

Anticipated Impacts:

- Increase in physical activity.
- Maintain healthy lifestyle through quantifiable outcome measures.
- Increase children's confidence with the goal to restore a child's confidence in play activities with their peers, promote a healthy body image, and provide education for healthy nutrition and body weight as a child grows.

Evaluation Plan:

- Increase in overall activity for participation per unique member in the Brooks Adaptive Sports and Recreation Program.
- Complete six month reassessments at all wellness programming to ensure members participating maintain or improve outcome measures.

- Complete pre/post measurements with children and families who participate in Kids Play Day.

Stroke Prevention

To address this need, Brooks Rehabilitation Hospital will undertake the following program initiatives:

1. The Brooks Rehabilitation Stroke Wellness Program offers supervised individual exercise program designed for persons who are recovering from the effects of a stroke.
2. Collaborate with the American Heart Association in Heart Walk and Faces of Stroke.

Planned Collaborations: In implementing the above initiatives, Brooks Rehabilitation Hospital anticipates collaborating with the following organizations:

- First Coast YMCA
- American Heart Association

Anticipated Impacts:

- Maintain healthy lifestyle through quantifiable outcome measures can lead to secondary benefits of decreased falls, prevention of a second stroke, increased mobility, weight control, and better mental health.
- Increase physical activity.
- Raise awareness of Heart Disease and Stroke.

Evaluation Plan:

- Vital measurements, including blood pressure and heart rate, are collected at every exercise session for every individual, both pre- and post- exercise. The vitals are recorded in a personal file for each participant, which includes medical history information, pre- and post- exercise vitals, and records of exercises completed from each session.
- Complete six month reassessments at the Brooks Rehabilitation stroke wellness program to ensure members participating maintain or improve outcome measures.
- Improved knowledge of Stroke and Heart Disease through participation in Heart Walk and Faces of Stroke.

Unintentional Injury

To address this need, Brooks Rehabilitation Hospital will undertake the following program initiatives:

1. Participate in Think First, a nationwide injury prevention program that focuses on reducing the number of brain injury and spinal cord injury by educating youth

2. Stepping On/Falls Prevention is an evidence based program which through superior outcomes and research has been proven to reduce the rate of falls in community dwelling older adults. This program will be offered in Duval & St Johns Counties.
3. Y Healthy Living – work with partners in the healthy living facility to provide education and information on a variety of topics to the community.

Planned Collaborations: In implementing the above initiatives, Brooks Rehabilitation Hospital anticipates collaborating with the following organizations:

- Regional elementary schools
- Jacksonville Sheriff's Office
- Local Pharmacies
- St. Johns County Council on Aging
- St. Johns County Falls Prevention Coalition
- St. Johns County Fire & Rescue Department
- City of Jacksonville Senior Services Division
- Baptist Health
- Brooks Rehabilitation Hospital
- Florida Blue Cross Blue Shield
- Eldersource

Anticipated Impacts:

- Improved knowledge among school aged children regarding Brain Injury and Spinal Cord injury prevention
- A reduction in the prevalence of falls among the Florida residents that complete participation in the program in Duval and St. Johns counties.
- A reduction in the number of emergency room visits due to a fall related injury among Florida residents that complete the Program in Duval and St. Johns counties.
- Regular education sessions with assessments on effectiveness at the Y Healthy Living Center.

Evaluation Plan:

- Completion of Think First educational sessions.
- Six month/Falls Prevention and one year follow up phone calls will be conducted post completion of Stepping On workshops to determine number of falls and number of emergency room visits/hospital admissions due to a fall related injury.
- Assessments on effectiveness of education sessions in the Healthy Living Center.

5. Needs Brooks Rehabilitation Hospital Will Not Address

No entity can address all of the health needs present in its community. Brooks Rehabilitation Hospital is committed to serving the community by adhering to its mission, using its skills and capabilities, and remaining a strong organization so that it can continue to provide a wide range of community benefits. This implementation strategy does not include specific plans to address the following health priorities that were identified in the 2015 Community Health Needs Assessment:

Access. Brooks Rehabilitation Hospital does not anticipate implementing additional initiatives to address identified access needs. The hospital already provides a generous charity care program and due to resource constraints and the availability of other resources in the community believes its implementation strategy should focus on other significant community health needs.

Built Environment. Brooks Rehabilitation Hospital does not anticipate implementing additional initiatives to address built environment needs. The hospital does not have sufficient resources to effectuate a significant change in this area, and believes resources devoted to its implementation strategy should focus on other significant community health needs.

Health Disparities. Brooks Rehabilitation Hospital does not anticipate implementing additional initiatives to address identified health disparities. Brooks community programs address many of the elements involved in health disparities specific to social isolation and physical inactivity through our Adaptive Sports and Recreation program, our Brain Injury Clubhouse, multiple Wellness programs and Pediatric Recreation program. These program opportunities mitigate these concerns for individuals living with disability. However, due to resource constraints and the availability of other resources in the community, Brooks believes its implementation strategy should focus on other significant community health needs.

Transportation. Brooks Rehabilitation Hospital does not anticipate implementing additional initiatives to address identified transportation needs. This need is being addressed by other entities in Baker, Clay, Duval, Nassau, and St. Johns counties. The hospital does not have expertise in this area nor sufficient resources to effectuate a significant change. Accordingly, the hospital believes resources devoted to its implementation strategy should focus on other significant community health needs. However, it is important to note that Brooks Rehabilitation purchased a bus designated for individuals who would otherwise not be able to attend our Clubhouse and Adaptive Sports and Recreation programming. Brooks has been providing limited transportation since May 2015 and since that time has added approximately three new individuals per week. In addition, Brooks Rehabilitation Hospital provides limited transportation for charity patients who would otherwise not be able to get to their outpatient healthcare services. Transportation is available for patients receiving 2 or more outpatient services and must live no more than 13 miles from the treatment facility unless attending for specialty service not offered in patient's geographic area (i.e., Balance, Women's Health, NeuroRehab Day treatment).

6. Implementation Strategy Adoption

The Community Health Committee of the Brooks Health System Board of Directors reviewed and adopted this plan at its March 23, 2016 board meeting.