



Brooks Rehabilitation Community Health Needs Assessment: **IMPLEMENTATION STRATEGY**



Adopted by the Community Health of the Brooks Rehabilitation Hospital Governing Board on: March 20, 2019

This document describes how Brooks Rehabilitation (the hospital) plans to address needs found in the Community Health Needs Assessment (CHNA) published by the hospital on TBD. 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 2019 through 2021.

The 2018 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 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.



Table of Contents

- Executive Statement 4
- About Brooks Rehabilitation 4
 - Services Provided by Brooks Rehabilitation 5
- Definition of the Community Served 6
- Summary of Significant Community Health Needs 6
 - 1. Access 6
 - 2. Behavioral Health (Mental Health & Substance Abuse) 7
 - 3. Poverty 7
 - 4. Obesity and Physical Activity 7
 - 5. Maternal, Fetal and Infant Health 8
 - 6. Cancer 8
 - 7. Vulnerable Populations 8
- Implementation Strategy to Address Significant Health Needs 8
- Needs Brooks Rehabilitation Hospital Will Not Address 15
- Implementation Strategy Adoption 15

Executive Statement



Brooks Rehabilitation works with all hospitals in the community to provide rehabilitation care and improve the lives of people recovering from injuries and for those who are living with a disability. The collaboration with the Jacksonville Nonprofit Hospital Partnership to perform a Community Health Needs Assessment allows us to collectively gain a comprehensive understanding of where and how we can improve the health of our community. We can have a greater positive impact on the people we serve by working together, allowing them to achieve the highest quality of life possible.

Douglas Baer, CEO Brooks Rehabilitation

About Brooks Rehabilitation



At Brooks Rehabilitation, we have more than 45 years of expertise in providing medical rehabilitation services. Our highly trained clinicians provide the most advanced therapy and medical care, along with the compassion, motivation, and hope to help people reach their highest level of recovery.

As a nonprofit organization based in Jacksonville, FL, Brooks operates one of the nation's largest inpatient rehabilitation hospitals in the U.S. with 160 beds, one of the region's largest home healthcare agencies, 32

outpatient rehabilitation clinics, a skilled nursing unit dedicated to orthopedic rehabilitation, the Brooks Rehabilitation Medical Group, two skilled nursing facilities, assisted living and memory care. In addition, Brooks operates the Clinical Research Center, which specializes in research for stroke, brain injury, spinal cord injury and more, to advance the science of rehabilitation. Brooks also provides many low or no cost community programs and services such as the Brooks Clubhouse, Brooks Aphasia Center and Brooks Adaptive Sports and Recreation to improve the quality of life for people living with physical disabilities.

Our mission is to empower people to achieve their highest level of recovery and participation in life through excellence in rehabilitation. At Brooks Rehabilitation it is our vision to be the recognized leader in providing a system of world-class rehabilitation solutions, advancing the health and well-being of our communities. We accomplish our mission and vision through our values of excellence in care, as demonstrated through: innovation, integrity, service, compassion, teamwork, accountability, and continuous learning.

Brooks Rehabilitation Hospital is a 160-bed acute, inpatient rehabilitation hospital, which offers a full continuum of services. Within the hospital, patients receive 24-hour medical care with daily physician oversight and nursing care. They receive a minimum of three hours of therapy, five days a week, including physical, occupational, and speech therapies. Cognitive rehabilitation, neuropsychology, psychology, and recreation therapy are provided as appropriate to meet patient and family needs.

Our onsite innovative Neuro Recovery Center, aquatic program, and wheelchair clinic with pressure mapping technology ensures the latest evidence-based treatments. We treat a wide range of injuries, and illnesses, including; stroke, mild to catastrophic brain injuries, spinal cord injuries, neurological disorders, amputation, chronic pain, and orthopedic conditions. A hospital level of care is available for pediatric, adolescent, and adult patients.

Each year Brooks treats over 3,000 inpatients and over 28,000 outpatients throughout the region, one of the larger providers of physical medicine and rehabilitation in the country.

Recovery and treatment at Brooks beyond the hospital may include skilled nursing care, home care, outpatient therapy, day treatment, vocational rehabilitation, adaptive sports and recreation, assisted living/memory care and community wellness programs.

Services Provided by Brooks Rehabilitation

At Brooks, various care options are available to ensure individuals are in the right setting for their needs, resulting in the best possible outcomes. The value of our system is in the individualized care received from our expert clinicians and our commitment to exceptional service, giving patients a great experience in every location. Brooks Rehabilitation is the leader in rehabilitation and the only one of its kind in the region providing a wide range of services including:

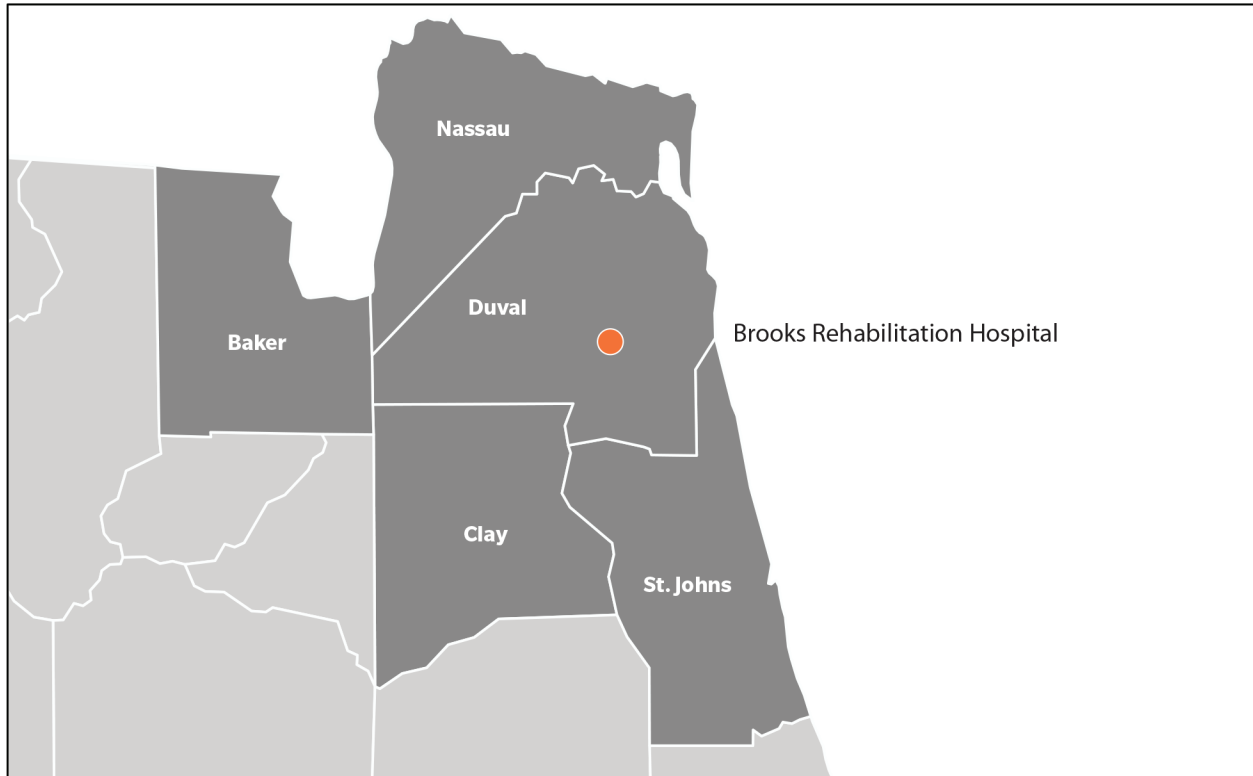
- **Inpatient rehabilitation** – Brooks provides the highest quality rehabilitation and medical care for people requiring intensive inpatient therapy.
- **Outpatient Therapy** – Throughout 26 clinics serving Northeast Florida, Orlando, and North Tampa, the outpatient therapy specialties include: Neuro Recovery Center, Mobile Outpatient Therapy, Brooks Behavioral Medicine, Motion Analysis Center, Center for Low Vision, and Center for Sports Therapy.
- **Home Care** – Brooks Home Care is one of the largest home health agencies in Northeast Florida, providing the highest quality nursing and therapy from the comfort of home.
- **Skilled Nursing** – Brooks offers the highest quality skilled nursing in the region, with programs designed to meet a patients' short and long-term rehabilitation needs.
- **Assisted Living and Memory Care** – Brooks offers Assisted Living and Memory Care to individuals in need of a safe and engaging environment where they have the autonomy to make their own choices, get the assistance they need with privacy and respect, and enjoy meaningful activities.
- **Community Programs** – Brooks gives back to the community by providing robust programs that foster engagement, recreation, physical activity, and wellness.
- **Brooks Physician Practice** – Our team of physicians is specially trained in physical medicine and rehabilitation, and understands the unique needs of all of our patients throughout the recovery process.
- **Research** – Brooks is heavily involved in research and education, continuously conducting and publishing results to help drive our evidence based clinical practice.

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

Definition of the Community Served

For the purposes of Brooks Rehabilitation CHNA, the community was defined as Baker, Clay, Duval, Nassau, and St. Johns counties, mapped below. In 2017, over 67 percent of the hospital's inpatient discharges originated from these counties.

FIGURE 1. LOCATION OF BROOKS REHABILITATION HOSPITAL



According to the U.S. Census Bureau's 2016 population estimates, the Brooks Rehabilitation service area had a population of 1,478,212.

Summary of Significant Community Health Needs

Brooks Rehabilitation Hospital's 2018 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 seven (7) health needs as significant in the community, as described below.

1. Access

Throughout the data collection process, it was clear that the term "access" carries many different meanings. Most of the discussion around access focused on access to health services. However, reliable transportation, proper nutrition and safe and affordable housing emerged as issues that impact one's access to health care.

Key Issues

- Rural counties have fewer primary care providers and fewer specialists, which proves to be a barrier to accessing health services for rural residents.
- Transportation is the top quality of life issue identified by constituents in the service area according to secondary data and the most mentioned barrier to accessing care from the primary data.
- Nutritious food is often inaccessible for many individuals because of cost.
- Proper and safe housing is a priority over health care for many people in the service area for Brooks Rehabilitation.

2. Behavioral Health (Mental Health & Substance Abuse)

Secondary data showed that suicide is a problem in the Northeast Florida Region. The death rate due to suicide is higher in four of the five counties than the overall Florida state rate, and all five counties have a higher rate than the Healthy People 2020 target. In addition to suicide, depression among seniors is an emerging issue for the region.

Key Issues

- Despite the emergence of other drugs, alcohol use continues to negatively affect the region.
- Stigma related to mental health and substance abuse often prevents those affected from seeking help and improving their health.
- Depression and substance abuse issues among seniors in the region are growing.
- Deaths due to drugs are a concern in the region due in part to the emerging opioid crisis, which often leads to accidental or unintentional use and poisoning.

3. Poverty

While the economy as a topic area scored well for the Northeast Florida region, the trend comparison indicates that these indicators may be getting worse over time and should be considered in future assessments.

Key Issues

- Poverty issues include unaffordable and sub-standard housing, food insecurity, and unemployment.
- The lack of persons in the civilian labor force and the minimal positive employment change in the region indicate that many persons are unable to work to stay out of poverty.
- Low-wage earners living paycheck-to-paycheck are threatened by any health complication that affects their ability to pay rent and be food-secure.
- Poverty is one of the biggest drivers in health disparities and education levels.

4. Obesity and Physical Activity

Compared to the state average, the percentage of obese adults is higher in four of the five counties included in the Brooks Rehabilitation service area.

Key Issues

- There is limited access to safe outdoor exercise opportunities.
- Access and availability of healthy foods (i.e. grocery stores) is a concern for low-income adults and those living in both rural and urban parts of the service area.
- Lack of knowledge about healthy lifestyle behaviors, especially around proper nutrition, leads to obesity as well as diabetes.

5. Maternal, Fetal and Infant Health

Maternal, Fetal, and Infant Health ranked as a pressing health issue. Top related indicators include: Mothers Who Receive Early Prenatal Care, Preterm Births, Babies with Low Birth Weight, Infant Mortality Rate, and Teen Birth Rate.

Key Issues

- There are high rates of adverse health outcomes in the Brooks Rehabilitation service area.
- A large proportion of mothers do not receive early prenatal care.
- Adverse birth outcomes are prevalent as a result of substance abuse among pregnant women.

6. Cancer

From the secondary data results, cancer was identified to be a health topic area of need. Overall, Duval County zip codes have some of the highest rates of death due to cancer overall, while Baker County has the zip codes with the highest death rates due to breast cancer and colorectal cancer.

Key Issues

- Awareness for cancer screenings is low, with the percent of persons having received screenings much lower for most tests across the region than the overall state average.
- Most counties in the region fail to meet the HP2020 targets for death rates due to various cancers.
- There are many behaviors, such as smoking and vaping, which are contributing to the onset of cancer later in life.

7. Vulnerable Populations

As a part of the IRS CHNA requirements, special attention should be made to vulnerable and marginalized communities in data gathering and analysis.

Key Populations

- Low-income
- Children
- African Americans
- Older Adults
- Persons with Disabilities
- Veterans
- Homeless
- LGBTQ
- Hispanic Latinx

Implementation Strategy to Address Significant Health Needs

This implementation strategy describes how Brooks Rehabilitation plans to address the significant community health needs identified in the 2018 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 2019-2021 time period.

Significant Community Health Needs Identified in the 2015 CHNA	Intend to Address (Y/ N)
Access	Y
Behavioral Health (Mental Health and Substance Abuse)	Y
Poverty	N
Obesity and Physical Activity	Y
Maternal, Fetal and Infant Health	N
Cancer	N
Vulnerable Populations	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.

Access

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

- Assess the viability of providing community transportation to Brooks Rehabilitation Community Benefit Programs.
- Utilizing rural outpatient clinics for health screenings during therapy and non-therapy hours.
- Expand the Brooks Rehabilitation Aphasia Center to St. Johns County.

Planned Collaborations:

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

- Brooks Rehabilitation Adaptive Sports & Recreation
- City of Jacksonville

- City of Jacksonville, Disabled Services
- First Coast YMCA
- Jacksonville University
- St. Johns County Council on Aging
- University of North Florida

Anticipated Impacts:

- Maintain healthy lifestyle through quantifiable outcome measures can lead to better overall health and wellness.
- Increased participation in Brooks Community Benefit Programs.

Evaluation Plan:

- Increase in overall activity for participation per unique member in the Brooks Community Benefit Programs.
- Increased participation of unique members in Brooks Rehabilitation Aphasia Center.
- Vital measurements, including blood pressure and heart rate will be recorded for individuals who participate within the health screening.

Behavioral Health (Mental Health and Substance Abuse)

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

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 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 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
- Donna Foundation
- First Coast YMCA
- First Place Sports
- Florida State College Jacksonville
- Fort Caroline Archery Club
- Gander Mountain
- Haven Horse Ranch
- 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 Nonprofit Hospital Partnership
- Jacksonville University
- Jax Parks
- Life Rolls On Foundation
- MaliVai Washington Kids Foundation
- MS Society
- National Alliance for Accessible Golf
- Rotary Club of East Arlington
- UCanSki2
- University of North Florida
- University of St. Augustine
- University of Florida
- Wounded Warrior Project

Anticipated Impacts:

- Improvement in quality of life

Evaluation Plan:

- The World Health Organization Quality of Life assessment tool with updated measures 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 and Physical Activity

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

- The Brooks Rehabilitation Adaptive Sports & Recreation offers weekly activities designed to meet the needs and interests of our diverse community along age, ability, lifestyle, and personal interest parameters.
- The Brooks Rehabilitation Stroke Wellness Program offers supervised individual exercise program designed for persons who are recovering from the effects of a stroke.

- The Brooks Rehabilitation Brain Injury Wellness Program offers supervised individual exercise program designed for persons living with a brain injury.
- The Brooks Rehabilitation Parkinson's Wellness Program offers supervised individual exercise program designed for persons living with Parkinson's disease.
- 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.
- The Brooks Rehabilitation Brain Injury Clubhouse provides members participation in exercise activities for Brain Injury and stroke survivors.
- The Brooks Rehabilitation Pediatric Recreation offers weekly activities designed to meet the needs and interests of the pediatric population with differing abilities.
- Brooks Rehabilitation will investigate, promote, and provide heart healthy snack options for employees and visitors in the vending machines and onsite dining at Brooks Rehabilitation Hospital.
- Identified walking routes of varying distances will be promoted to employees and visitors around the Brooks Rehabilitation Hospital
- Through an internal marketing campaign, employees will be encouraged to utilize the stairs as they are able.
- Brooks Rehabilitation will provide employees and patients with a video library of general health and wellness materials.

Planned Collaborations:

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

- American Heart Association
- Airgas
- Big Orange Chorus
- Challenged Athletes Foundation
- Challenge Enterprises
- City of Jacksonville
- City of Jacksonville Beach
- City of Jacksonville, Disabled Services
- Donna Foundation
- First Coast YMCA
- First Place Sports
- Florida State College Jacksonville
- Fort Caroline Archery Club
- Gander Mountain
- Haven Horse Ranch
- 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 Nonprofit Hospital Partnership
- Jacksonville University

- Jax Parks
- Life Rolls On Foundation
- MaliVai Washington Kids Foundation
- MS Society
- National Alliance for Accessible Golf
- Rotary Club of East Arlington
- UCanSki2
- University of North Florida
- University of St. Augustine
- University of Florida
- We Rock The Spectrum Jacksonville
- Wounded Warrior Project

Anticipated Impacts:

- Increase in physical activity for adult and pediatric populations.
- 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 Community Benefit Programs.
- Complete six month reassessments at all wellness programming to ensure members participating maintain or improve outcome measures.
- Provide healthy snack options at one (1) Brooks Rehabilitation location to determine program viability. If successful, implement at additional locations.
- Creation and promotion of wellness video library and walking routes.

Vulnerable Populations

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

- 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.
- 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.
- Y Healthy Living – work with partners in the healthy living facility to provide education and information on a variety of topics to the community.
- The Brooks Rehabilitation Stroke Wellness Program offers supervised individual exercise program designed for persons who are recovering from the effects of a stroke.
- Provide multilingual informational brochures and materials for the growing Hispanic communities.

Planned Collaborations:

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

- American Heart Association
- Baptist Health
- Brooks Rehabilitation Hospital
- City of Jacksonville Senior Services Division
- Clay County Public Schools
- Duval County Public Schools
- Eldersource
- First Coast YMCA
- Florida Blue
- Jacksonville Sheriff's Office
- Jacksonville Fire and Rescue Department
- Nassau County Fire and Rescue Department
- Stepping On
- St. Johns County Council on Aging
- St. Johns County Falls Prevention Coalition
- St. Johns County Fire & Rescue Department
- St. Johns County Public Schools
- Think First

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.
- 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 disease prevention and recovery.

Evaluation Plan:

- Determine annual Think First implementation strategy.
- 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.
- 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.
- Create and distribute multilingual informational brochures to clinics with increased number of multilingual patients.

Needs Brooks Rehabilitation Hospital Will Not Address

No entity can address all of the health needs present in its community. Brooks Rehabilitation 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 2018 Community Health Needs Assessment:

Cancer

Brooks Rehabilitation does not anticipate implementing additional initiatives to address cancer needs. Brooks will continue to assist patients who present with therapy needs due to the disease regardless of the patient's ability to pay. 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.

Maternal, Fetal and Infant Health

Brooks Rehabilitation does not anticipate implementing additional initiatives to address identified maternal, fetal, and infant health 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.

Poverty

Brooks Rehabilitation does not anticipate implementing additional initiatives to address identified poverty 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.

Implementation Strategy Adoption

The Community Health Committee of the Board of Directors for Brooks Rehabilitation Hospital reviewed and adopted this plan at its March 20, 2019 board meeting.