

# Ascension Saint Thomas Hickman Hospital

**Implementation Strategy for the 2021 CHNA  
Hickman County, TN**



**Ascension**



## Ascension Saint Thomas Hickman Hospital

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.

Hospital Legal Name: Ascension Saint Thomas Hickman Hospital  
Hospital Address: 135 East Swan Street, Centerville, Tennessee 37033  
Hospital Website: [Ascension Saint Thomas Hickman](https://www.ascensionstthickman.com)  
Hospital Phone: 855-519-4978  
Hospital EIN: 58-1737573

The 2022 Implementation Strategy was approved by the Ascension Saint Thomas Hickman Hospital Board of Directors on August 25, 2022 (2022 tax year), and the Ascension Saint Thomas Board of Directors on October 7, 2022. This report applies to the following three-year cycle: 7/1/2022 to 6/30/2024. 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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## 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.

### **Ascension Saint Thomas Hickman Hospital**

Serving the Hickman County and Centreville communities since 1964, Ascension Saint Thomas Hickman Hospital is continuing the long and valued tradition of addressing the health of the people in our community. Ascension Saint Thomas Hickman, the first hospital in Tennessee to qualify as a Critical Access Hospital, has specialty clinics in eye care, gastroenterology, cardiology, urology, and orthopedics. Additionally, the hospital has complete ancillary services, including physical therapy, cardiopulmonary services with full pulmonary function testing, and radiology with CAT scan and echocardiography capabilities. Ascension Saint Thomas Hickman strives to provide quality primary and emergency care to the community in a professional, accessible and compassionate manner.

Ascension Saint Thomas Hickman is a member of Ascension, the nation's largest Catholic and non-profit health system. Through our Christian healing ministry, we are committed to serving the greater Nashville area and surrounding communities by providing the highest quality healthcare in a caring, compassionate, and faith-based environment. For more information about Ascension Saint Thomas Hickman Hospital, visit [Ascension Saint Thomas Hickman](#).

## 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 Saint Thomas Hickman Hospital'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 implementation strategy 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 implementation strategy can be found at



## **Ascension Saint Thomas Hickman Hospital**

<https://healthcare.ascension.org/CHNA> and paper versions can be requested at Ascension Saint Thomas Hickman Hospital's front desk, upon request.

## **Process to Prioritize Needs**

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. Accordingly, Ascension Saint Thomas Hickman Hospital used a phased prioritization approach to identify the needs with Hickman County. The first step was to determine the broader set of identified needs. Through the CHNA assessment, identified needs were then narrowed to a set of significant needs which were determined most crucial for community stakeholders to address.

Following the completion of the CHNA assessment, significant needs were further narrowed down to a set of prioritized needs that the hospital will address within the implementation strategy. To arrive at the prioritized needs, Ascension Saint Thomas Hickman Hospital collaborated with the Hickman County Health Department and the Hickman County Health Council to facilitate a discussion during a Hickman Health Council meeting in February 2022 to prioritize the top three needs in the community. The Hickman County Health Council chose to prioritize two needs: mental health and substance misuse.

Ascension Saint Thomas Hickman identified additional criteria to prioritize the significant needs including:

- Health Equity lens and framework - Have disparities for low-income and people of color been identified through the CHNA process?
- Feasibility - The ability to make progress and capture data related to health impact.
- Community readiness and momentum - Is the community ready to address or modify interventions to address the issue?
- Alignment with others - Is this need in alignment with our organization's strengths? Has this need also been identified in the community?
- Social Determinants of Health

## Needs That Will Be Addressed

Following the completion of the current CHNA, Ascension Saint Thomas Hickman Hospital has selected the prioritized needs outlined below for its 2022 Implementation Strategy. Ascension has defined “prioritized needs” as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle:

- **Access to Care** - This need was selected because Access to Care is in alignment with the organizational strengths and priorities, and was identified as a top priority by most Ascension Tennessee ministries.
- **Mental Health** - This need was selected because Mental Health was one of the overall top needs identified by Ascension Tennessee ministries during the 2021 CHNA process and chosen as a top priority by the Hickman County Health Council.
- **Substance Misuse** - This need was selected because Substance Misuse was one of the overall top needs identified by Ascension Tennessee ministries during the 2021 CHNA process and chosen as a top priority by the Hickman County Health Council.

Ascension Saint Thomas Hickman 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. For the purposes of this implementation strategy, Ascension Saint Thomas Hickman Hospital has chosen to focus its efforts on the priorities listed above.

## Needs That Will Not Be Addressed

Ascension Saint Thomas Hickman Hospital will be addressing all prioritized health needs that have been identified for Ascension Tennessee.

## Acute Community Concern Acknowledgement

A CHNA and Implementation Strategies (IS) offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden, may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood) or other event that suddenly impacts a community. In which case, if adjustments to an IS are necessary, the hospital will develop documentation, in the form of a SBAR (Situation-Background-Assessment-Response) evaluation summary, to notify key internal and external stakeholders of those possible adjustments.

## Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this implementation strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

## **Approval and Adoption by Ascension Saint Thomas Hickman Hospital Board of Directors**

To ensure the Ascension Saint Thomas Hickman Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2022 Implementation Strategy was presented and adopted by the Ascension Saint Thomas Hickman Board of Directors on August 25, 2022. Additionally, the Ascension Saint Thomas Board of Directors (market level) approved the 2022 Implementation Strategy on October 7, 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, with special attention to those who are poor and vulnerable.

Implementation Action Plan	
<b>Prioritized Health Need:</b> Access to Care	
<b>Strategy:</b> Provide health insurance enrollment and navigation assistance to community members who are uninsured or underinsured	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Promote open enrollment and assistance availability	Enrollment Navigator/Hospital Administrator
2. Offer navigation of HealthCare.gov and all other insurance questions	Enrollment Navigator/Hospital Administrator
3. Provide resource navigation assistance for those who remain uninsured or otherwise express need	Enrollment Navigator/Hospital Administrator
4. Follow up to ensure all needed guidance has been received	Enrollment Navigator/Hospital Administrator
<b>Measurement</b>	
<ul style="list-style-type: none"> <li>● Increase/Optimize # served</li> <li>● Increase Focus on Social Determinants of Health</li> </ul>	
<b>Data Source</b>	
<ul style="list-style-type: none"> <li>● Google Sheets, Google Forms, and CBISA</li> </ul>	

**Implementation Action Plan**
**Prioritized Health Need:**

Access to Care

**Strategy:**

Building and refining pipeline programs to support healthcare knowledge base

**ANTICIPATED IMPACT**

Improved health outcomes

**ACTION STEPS**
**OWNER/EXECUTIVE SPONSOR**

1. Review applications and select 50 Hickman County Schools seniors for Ascension Saint Thomas Scholars program	Training Educator/Hospital Administrator
2. Along with administration of the current curriculum, assist students in programs with soft skills, including resume building and interview skills.	Training Educator/Hospital Administrator
3. Continue to develop behavioral health and substance misuse curriculum/learning opportunities by collaborating with other Ascension teams.	Training Educator/Hospital Administrator
4. Provide post-graduation resources, scholarship and career pathways for all participants.	Training Educator/Hospital Administrator
5. Provide CCMA Certification Opportunity to Ascension Saint Thomas Employees	Training Educator/Hospital Administrator

**Measurement**

- 50 high students participating
- 80% / 40 high school students passing
- # of AST Employee Participation

**Data Source**

- Google Sheets, Google Forms, and CBISA

Implementation Action Plan	
<b>Prioritized Health Need:</b> Access to Care	
<b>Strategy:</b> Increase access to care through mobile health	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Plan routes for MHU/Mobile Mammo	Mobile Health Unit Director/Hospital Administrator
2. Publicize opportunities with administrators, community partners, Health Councils, etc.	Mobile Health Unit Director/Hospital Administrator
3. Screen MHU/Mobile Mammo patients for depression and Social Determinants of Health	Mobile Health Unit Director/Hospital Administrator
4. Connect patients to care, other resources	Mobile Health Unit Director/Hospital Administrator
<b>Measurement</b>	
<ul style="list-style-type: none"> <li>• 2 visits per calendar year</li> <li>• # of Individuals Screened and/or Referred</li> </ul>	
<b>Data Source</b>	
<ul style="list-style-type: none"> <li>• Google Sheets, Google Forms, and CBISA</li> </ul>	

Implementation Action Plan	
<b>Prioritized Health Need:</b> Access to Care	
<b>Strategy:</b> Provide free or low-cost prescriptions for qualifying underinsured and uninsured individuals	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Conduct initial application interview with the patient to determine eligibility	Pharmacist/Hospital Administrator
2. Coordinate applications for manufacturers' Patient Assistance Programs	Pharmacist/Hospital Administrator
3. Provide free or discounted medications and testing supplies to all uninsured and underinsured individuals who qualify	Pharmacist/Hospital Administrator
4. Promote awareness to the community	Pharmacy Team/Hospital Administrator
<b>Measurement</b> <ul style="list-style-type: none"> <li>• Increase/optimize prescriptions year over year</li> <li>• Complete 4/4 Action Steps</li> </ul>	
<b>Data Source</b> <ul style="list-style-type: none"> <li>• Google Sheets, Google Forms, and CBISA</li> </ul>	

Implementation Action Plan	
<b>Prioritized Health Need:</b> Access to Care	
<b>Strategy:</b> Identify and address barriers to care within the community, with special attentions to persons who are underserved and/or marginalized	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Increase understanding of social determinants of health through learning opportunities related to understanding poverty and advancing health equity	Population Health, Ascension Medical Group, Emergency Department, Patient Experience, Mission, Human Resources, other hospital leaders as relevant
2. Review and share Social Determinant of Health Screener data regularly and broadly	Population Health, Ascension Medical Group, Emergency Department, Patient Experience, Mission, other hospital leaders as relevant
3. Develop initiatives to address Social Determinants of Health	Population Health, Ascension Medical Group, Emergency Department, Patient Experience, Mission, other hospital leaders as relevant
<b>Measurement</b> <ul style="list-style-type: none"> <li>• Process measures: 3 of 3 action steps</li> </ul> <b>Data Source</b> <ul style="list-style-type: none"> <li>• Google Sheets, Google Forms, and CBISA</li> <li>• Social Determinants of Health Analysis</li> <li>• Human Resources</li> </ul>	

Implementation Action Plan	
<b>Prioritized Health Need:</b> Access to Care	
<b>Strategy:</b> Enhance coordination and navigation of resources	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Join councils, associations, organizations working on coordinating and navigating resources	Population Health, Ascension Medical Group, Case Management, 501r committee and hospital leaders
2. Identify and invest in nonprofit organizations whose mission support enhancing coordination and navigating resources	501r committee and hospital leaders
3. Track, review and share referral resource data	Population Health and Case Management
<b>Measurement</b> <ul style="list-style-type: none"> <li>● # of referrals</li> <li>● \$ of dollars</li> <li>● # of collaborations</li> <li>● 3 of 3 action steps</li> </ul> <b>Data Source</b> <ul style="list-style-type: none"> <li>● Google Sheets, Google Forms, and CBISA</li> </ul>	

<b>Implementation Action Plan</b>	
<b>Prioritized Health Need:</b> Substance Misuse	
<b>Strategy:</b> Increase opportunities for patients to engage in Substance Use Disorder prevention, identification and treatment	
<b>ANTICIPATED IMPACT</b>	
Improved health outcomes for those who are at risk or suffer from substance misuse	
<b>ACTION STEPS</b>	<b>OWNER/EXECUTIVE SPONSOR</b>
1. Regularly review data related to alcohol misuse	Ascension Medical Group Data Lead/Hospital Administrator
2. Collaborate with Opioid Stewardship activities in the Tennessee Market and share data to amplify education/resources in the community	Ascension Medical Group Practice Manager/Ascension Medical Group Data Lead/Hospital Administrator
3. Explore process for Emergency Department Physicians and Hospitalists to attain their X-Waiver	Emergency Department Manager/Hospital Administrator
4. Explore investments in the community for resources and support of patients in recovery from substance misuse	Clinical Program Manager/Hospital Administrator
5. Participate in councils, associations, organizations working on coordinating and navigating resources, including Hickman County Health Council	Clinical Program Manager/Hospital Administrator
<b>Measurements</b> <ul style="list-style-type: none"> <li>● # or % of patients screened for Audit-C, Opioid Risk tool, or other screener</li> <li>● % of patients screened who were referred to support services</li> <li>● # of partnerships</li> <li>● \$ invested</li> </ul>	
<b>Data Source</b> <ul style="list-style-type: none"> <li>● Google Sheets, Google Forms, and CBISA</li> </ul>	

Implementation Action Plan	
<b>Prioritized Health Need:</b> Mental Health	
<b>Strategy:</b> Integrate mental health services, support and/or education into Designated Rural Health Clinic and/or Emergency Department	
ANTICIPATED IMPACT	
Improved health outcomes related to mental health	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Review data quarterly to ensure patient population is being screened for depression at least once every year	Population Health Director/Hospital Administrator
2. Review utilization of data to inform strategies that would improve health outcomes	Ascension Medical Group Practice Manager/Ascension Medical Group Data Lead/Hospital Administrator
3. Offer emotional support through hosting of a support group for in the role of caring for someone with Alzheimer’s Disease or other dementia	Clinical Program Manager/Hospital Administrator
4. Explore investments in the community for resources and support of patients in prevention, treatment & recovery	Clinical Program Manager/Hospital Administrator
5. Explore developing training for first responders related to trauma and mental wellness	Business Development Director/Hospital Administrator
6. Participate in councils, associations, organizations working on coordinating and navigating resources, including Hickman County Health Council	Clinical Program Manager/Hospital Administrator
<b>Measurements</b>	
<ul style="list-style-type: none"> <li>● % of patients being screened for depression</li> <li>● # or % of community members participating</li> <li>● # of partnerships</li> <li>● \$ invested</li> </ul>	
<b>Data Source</b>	
<ul style="list-style-type: none"> <li>● Google Sheets, Google Forms, and CBISA</li> </ul>	

## Evaluation

Ascension Saint Thomas Hickman Hospital will develop a comprehensive measurement and evaluation process for the implementation strategy. 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. Ascension Saint Thomas Hickman Hospital 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.