

Select Specialty Hospital - Nashville

**Implementation Strategy for the 2021 CHNA
Davidson County and Williamson County, TN**



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.

Hospital Legal Name: Select Specialty Hospital - Nashville
Hospital Address: 2000 Hayes Street, Suite 1502, Nashville, TN 37203
Hospital Website: [Select Specialty Hospital - Nashville](#)
Hospital Phone: 615-284-4599
Hospital EIN: 25-1813119

The 2021 Community Health Needs Assessment report was approved by the Select Specialty Hospital - Nashville Board of Directors on September 1, 2022 and by the Ascension Saint Thomas Board of Directors on October 14, 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.

Select Specialty Hospital - Nashville

Select Specialty Hospital in Nashville, Tennessee is a 70-bed, free-standing critical illness recovery hospital. Select Specialty Hospital - Nashville specializes in helping critically ill patients breathe, speak, eat, walk and think as independently as possible.

Select Medical is one of the largest operators of critical illness recovery hospitals, rehabilitation hospitals, outpatient rehabilitation clinics and occupational health centers in the United States. As of March 31, 2021, Select Medical operated 99 critical illness recovery hospitals in 28 states, 30 rehabilitation hospitals in 12 states, and 1,809 outpatient rehabilitation clinics in 37 states and the District of Columbia. Select Medical's joint venture subsidiary Concentra operated 519 occupational health centers in 41 states. As of March 31, 2021, Select Medical had combined operations in 46 states and the District of Columbia and employed more than 48,000 people.

Select Speciality Hospital and Ascension Saint Thomas have come together to leverage their respective talents and skills to offer additional access to medically complex, critically ill patients who require extended recovery. With our organizations working together, patients will have the best possible outcomes, receiving the care they need in the most appropriate setting, by a multidisciplinary care team. For more information about Select Specialty Hospital - Nashville, visit [Select Specialty Hospital - Nashville](#)

Ascension Saint Thomas is part of 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.

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 Select Specialty Hospital - Nashville'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 <https://healthcare.ascension.org/CHNA> and paper versions can be requested at Select Specialty Hospital - Nashville at the front desk.

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, Select Specialty Hospital - Nashville used a phased prioritization approach to identify the needs with Davidson County and Williamson 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, Select Specialty Hospital - Nashville collaborated with the Davidson County and Williamson County Health Departments and the Davidson County and Williamson County Health Council to facilitate a discussion during a Davidson and Williamson Health Council Meeting in early 2022 to prioritize the top needs in these communities.

Select Specialty Hospital - Nashville 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, Select Specialty Hospital - Nashville 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.
- **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.

Select Specialty Hospital - Nashville 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, Select Specialty Hospital - Nashville has chosen to focus its efforts on the priorities listed above.

Needs That Will Not Be Addressed

During the CHNA and Implementation Strategy brainstorming phase across the Ascension Tennessee ministry (8 counties), Community Benefit and hospital leaders agreed to a collective impact model toward addressing needs that appeared in multiple counties. This model is an effort to allocate resources in ways that can more meaningfully impact priority areas. The 3 needs chosen (Access to Care, Mental Health, and Substance Misuse) were prioritized in 5 or more of the (8) counties surveyed. However, additional needs and social drivers that were identified in each community will be monitored and addressed through focus priority areas.

Community stakeholders in Davidson County decided upon the following needs:

- **Housing/Transportation;**
- **Whole Health;**
- **Economic Opportunity and Job Skill Development;**
- **Food Access/Food Insecurity; and**
- **Awareness and Navigation of Community Resources.**

Community stakeholders present in Williamson County decided upon the following needs:

- **Affordable Housing;**
- **Mental Health;**
- **Substance Misuse; and**
- **Healthy Living and Prevention.**

The Select Specialty Hospital - Nashville plans to address all needs prioritized in the community, with priority given to Access to Care, Mental Health and Substance Misuse.

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 Select Specialty Hospital - Nashville Board of Directors

To ensure the Select Specialty Hospital - Nashville'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 Select Specialty Hospital - Nashville Board of Directors on September 1, 2022 and by the Ascension Saint Thomas Board of Directors on October 14, 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 Strategy Action Plan	
Prioritized Health Need: Access to Care	
Strategy: Support bringing together different sectors to utilize local data to work together on solutions for shared top health needs	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Provide Administrative and Strategic Support to the Williamson County Health Council.	Community Benefit Manager, Hospital Leadership
2. Actively partner and invest in the community for resources and support of individuals and communities in Davidson and Williamson County to have access to the care they need.	Hospital Leadership
Measurement <ul style="list-style-type: none"> ● # of meetings attended ● # of partnerships identified ● \$ invested ● Space Data Source <ul style="list-style-type: none"> ● Google Sheets, Google Forms, and CBISA 	

Implementation Strategy Action Plan	
Prioritized Health Need: Substance Misuse	
Strategy and Source: Increase opportunities for patients and the community to engage in Substance Use Disorder prevention, identification and treatment	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Actively partner and invest in Davidson and Williamson County organizations whose mission is to prevent, identify, and or treat substance misuse disorders.	Hospital Leadership
Measurements <ul style="list-style-type: none"> • \$ Amount spent • Time spent • # of partnerships Data Source <ul style="list-style-type: none"> • Google Sheets, Google Forms, and CBISA 	

Implementation Strategy Action Plan	
Prioritized Health Need: Mental Health	
Strategy: Increase opportunities for patients and the community to access the mental health care and support they need.	
ANTICIPATED IMPACT	
Improved health outcomes	
ACTION STEPS	OWNER/EXECUTIVE SPONSOR
1. Actively partner and/or invest with Davidson and Williamson County organizations which provide services and resources related to mental health (eg. coordinate training, educational seminars, volunteer, etc.)	Hospital Leadership
Measurements <ul style="list-style-type: none"> ● \$ invested ● Time spent ● # of partnerships ● Space Data Source <ul style="list-style-type: none"> ● Google Sheets, Google Forms, and CBISA 	

Evaluation

Select Specialty Hospital - Nashville 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. Select Specialty Hospital - Nashville 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.