

# Ascension Saint Thomas Hospital West

**Implementation Strategy for the 2024 CHNA  
Davidson County and Williamson County, Tennessee**



**Ascension**



The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs 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 at increased risk for poor health outcomes or experiencing social factors that place them at risk.

Hospital legal name: Saint Thomas West Hospital (Ascension Saint Thomas Hospital West)

Hospital address: 4220 Harding Pike, Nashville, TN 37205

Hospital website: [Ascension Saint Thomas Hospital West](https://www.ascensionstthomas.com)

Hospital phone: 615-222-2111

Hospital EIN/Tax ID: 62-0347580

The 2024 Implementation Strategy (IS) was adopted by the Ascension Saint Thomas Hospital West Board of Directors on October 24, 2025 (2024 tax year) and by the Ascension Saint Thomas Board of Directors on October 24, 2025 (2024 tax year) and applies to the following three-year cycle: July 1, 2025 to June 30, 2028. This report, as well as the previous report, can be found on Ascension's 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.**



## Table of Contents

<b>Table of Contents</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
About Ascension	4
Ascension Saint Thomas	4
Ascension Saint Thomas Hospital West	4
<b>Overview of the Implementation Strategy</b>	<b>5</b>
Needs Prioritization	5
Davidson County	5
Williamson County	6
Needs That Will Be Addressed	6
Needs That Will Not Be Addressed	7
Written Comments	7
Approval and Adoption of the Implementation Strategy (IS) by Ascension Saint Thomas Hospital West Board of Directors	8
<b>Action Plans</b>	<b>9</b>
Evaluation	19



## 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 impoverished and vulnerable persons.

### About Ascension

Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all, with special attention to those most vulnerable. In FY2024, Ascension provided \$2.1 billion in care of persons living in poverty and other community benefit programs. Across 16 states and the District of Columbia, Ascension's network encompasses approximately 99,000 associates, 23,000 aligned providers, 94 wholly owned or consolidated hospitals, and ownership interests in 27 additional hospitals through partnerships. Ascension also operates 30 senior living facilities and a variety of other care sites offering a range of healthcare services.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

**Mission:** Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

For more information about Ascension, visit <https://www.ascension.org/>.

### Ascension Saint Thomas

Ascension Saint Thomas is a leading health care system with a 125-year history of providing care to the community, and is the only faith-based, non profit health system in Middle Tennessee. Today, the health system offers a highly comprehensive system of care, with more than 320 sites of care that cover a 45-county area in Tennessee consisting of 18 hospitals and a network of affiliated joint ventures, medical practices, clinics and specialty facilities. Across the state, Ascension Saint Thomas and its partner organizations employ more than 13,000 dedicated associates who care for millions of patients each year.

### Ascension Saint Thomas Hospital West

As a Ministry of the Catholic Church, Ascension Saint Thomas Hospital West is a non-profit hospital governed by a local board of trustees represented by community members, medical staff, and sister sponsorships, and has been providing medical care to Davidson County and Williamson. Ascension Saint Thomas Hospital West operates one hospital campus, and employs 2,069 associates.



Ascension Saint Thomas Hospital West is continuing the long and valued tradition of responding to the health needs of the people in our community, following in the footsteps of legacy. Ascension Saint Thomas Hospital West in Nashville, Tennessee, is a critical care hospital offering advanced specialty care services. The full-service hospital delivers 24/7 emergency care for life threatening injuries and illnesses. The care teams listen to quickly understand your health needs and deliver care that's right for you. As a leading destination for specialty care, we offer expert services in heart and vascular care, orthopedics, cancer care, stroke care and breast health. Ascension Saint Thomas Hospital West offers a wide range of minimally invasive procedures, imaging, lab tests and rehabilitation services, all on one campus.

For more information about Ascension Saint Thomas Hospital West, visit [Ascension Saint Thomas Hospital West](#).

## Overview of the Implementation Strategy

### Needs Prioritization

Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA), requires all not-for-profit hospitals to conduct a Community Health Needs Assessment (CHNA) and adopt an implementation strategy every three years. 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 Community Health Needs Assessment (CHNA). Accordingly, Ascension Saint Thomas Hospital West used a phased prioritization approach to identify the needs of Davidson and Williamson Counties. The first step was to determine the broader set of community identified needs. The CHNA assessment narrowed community identified needs to a group of needs determined most crucial for community stakeholders to address.

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

- Policy Impact: Will community stakeholders support work on this issue?
- Cost-Benefit: Are there policies or practices that affect inequities that could be addressed?
- Influence: Can community stakeholders address the issue?
- Opportunity: Are there others doing work in the community that can be leveraged?
- Resources: Can the community access the resources (money, time, people, expertise) needed to address this issue?

### Davidson County

After completing the CHNA, community significant needs were further narrowed down to community prioritized needs that the hospital will address within the Implementation Strategy (IS). To arrive at the community prioritized needs, for Davidson County, Ascension Saint Thomas Hospital West collaborated with Nashville Health & Wellbeing Leadership Council, Metro Nashville Public Health Department (MPHD), and Metro Social Services of Nashville and Davidson County (MSS), to facilitate a discussion



during a Nashville Health & Wellbeing Leadership Council meeting on September 17, 2024 to prioritize the top needs in the community.

The needs listed below were voted as top priority needs by the community key stakeholders in Davidson County.

- Awareness and navigation of community resources
- Economic opportunity and job skill development
- Food Access/ Food Insecurity
- Housing
- Equity (a cross-cutting need)

### **Williamson County**

The following applies to both Davidson and Williamson counties. After completing the CHNA, community significant needs were further narrowed down to community prioritized needs that the hospital will address within the Implementation Strategy (IS). To arrive at the community prioritized needs, for Williamson County, Ascension Saint Thomas Hospital West collaborated with the Williamson County Health Department, Williamson County Health Council to facilitate a discussion during a Williamson County Health Council meeting on August 14, 2024 to prioritize the top needs in the community.

The needs listed below were voted as top priority needs by the community key stakeholders in Williamson County.

- Attainable Housing
- Health Promotion (Chronic Disease Prevention) through Built Environment
- Mental Health
- Substance Use (opioids, tobacco, and prescription medication)

### **Needs That Will Be Addressed**

During the Implementation Strategy (IS) brainstorming phase, Ascension Saint Thomas Hospitals, Community Benefit and 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. Ascension Saint Thomas Hospital West has selected the community prioritized needs outlined below for its 2024 Implementation Strategy (IS). Ascension has defined "community 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, was identified as a top priority by most Ascension Tennessee Hospitals and voted as a top priority need by the Nashville Health and Well-being Council and Williamson County Health Council.



- **Mental Health** - This need was selected because Access to Care is in alignment with the organizational strengths and priorities, was identified as a top priority by most Ascension Tennessee Hospitals and voted as a top priority need by the Nashville Health and Well-being Council and Williamson County Health Council.
- **Substance Misuse** - This need was selected because Access to Care is in alignment with the organizational strengths and priorities, was identified as a top priority by most Ascension Tennessee Hospitals and voted as a top priority need by the Nashville Health and Well-being Council and Williamson County Health Council.

## Needs That Will Not Be Addressed

Ascension Saint Thomas Hospital West will be addressing all community prioritized health needs listed above.

## Written Comments

This Implementation Strategy (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 of the Implementation Strategy (IS) by Ascension Saint Thomas Hospital West Board of Directors**

To ensure the Ascension Saint Thomas Hospital West's efforts meet the needs of the community and have a lasting and meaningful impact, the 2024 Implementation Strategy (IS) was presented and adopted by Ascension Saint Thomas Board of Directors on October 24, 2025 (2024 tax year). Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of 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 Implementation Strategy (IS) below is based on prioritized needs from the hospital's most recent Community Health Needs Assessment (CHNA). These strategies and action plans represent where the hospital will focus its community efforts over the next three years.

Strategy: Build a Bridge Between Communities and Healthcare	
<b>Prioritized Health Need:</b> Access to Care	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Collect and analyze data on social factors	Hospital Leadership, Population Health, Case Management, Providers, Quality
2. Identify, recommend and/or implement actions/interventions to address social factors	Hospital Leadership, Population Health, Case Management, Providers, Quality
3. Collaborate with community based organizations and nonprofits through data sharing on social factors	Hospital Leadership, Population Health, Case Management, Providers, Quality
4. Invest in community based organizations that are addressing social factors	Hospital Leadership, Population Health, Case Management, Providers, Quality
5. Continue to strengthen and expand navigation workforce	Hospital Leadership, Population Health, Case Management, Providers, Quality
ANTICIPATED IMPACT	
Significant and positive impact on various aspects of individual and community well-being	

Strategy: Enhance Sexual Assault Infrastructure for the Community	
<b>Prioritized Health Need:</b> Access to Care	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Implement a Sexual Assault Nurse Examiner float pool	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
2. Develop and implement comprehensive training, educational materials and resources on sexual assault and human trafficking	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
3. Collaborate and engage with stakeholders and community partners	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
4. Invest in community based organizations and nonprofits who focus on addressing sexual assault, challenge harmful norms and promote a culture of consent and respect	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
ANTICIPATED IMPACT	
Improved health outcomes and reductions in health disparities	

Strategy: Strengthen the Healthcare Workforce	
<b>Prioritized Health Need:</b> Access to Care	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Participate in community activities and forums that promote reduction in healthcare workforce shortages	Hospital Leadership, Population Health, Workforce Development, Human Resources, Providers
2. Expand access to healthcare career pathways for students, community members, and internal associates	Hospital Leadership, Population Health, Workforce Development, Human Resources, Providers
3. Explore scaling school-based Certified Clinical Medical Assistance (CCMA) programs to incorporate a total of 8 counties for training	Hospital Leadership, Population Health, Workforce Development, Human Resources, Providers
4. Invest in community based organizations and nonprofits that focus on education, job skills training, and address social factors that influence workforce development	Hospital Leadership, Population Health, Workforce Development, Human Resources, Providers
ANTICIPATED IMPACT	
Increased health outcomes, increased productivity and economic growth	

Strategy: Right Care, Right Place at the Right Time	
<b>Prioritized Health Need:</b> Access to Care	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Understand patient needs	Hospital Leadership, Ascension Medical Group, Nursing Leadership, Population Health, Providers
2. Assess and identify opportunities, gaps and barriers	Hospital Leadership, Ascension Medical Group, Nursing Leadership, Population Health, Providers
3. Develop recommendations	Hospital Leadership, Ascension Medical Group, Nursing Leadership, Population Health, Providers
4. Activate adopted recommendations	Hospital Leadership, Ascension Medical Group, Nursing Leadership, Population Health, Providers
5. Expand partnerships	Hospital Leadership, Ascension Medical Group, Nursing Leadership, Population Health, Providers
ANTICIPATED IMPACT	
Improved health outcomes	

Strategy: Improve Overall Well-being Of Older Adults	
<b>Prioritized Health Need:</b> Access to Care	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Collect and analyze data on social factors impacting older adults	Hospital Leadership, Community Health Workers, Case Management, Providers, Quality, Behavioral Health
2. Identify and make recommendations to address the needs of older adults	Hospital Leadership, Community Health Workers, Case Management, Providers, Quality, Behavioral Health
3. Invest in community based organizations and nonprofits that are addressing the needs of older adults and their caregivers	Hospital Leadership, Community Health Workers, Case Management, Providers, Quality, Behavioral Health
4. Actively partner, engage and serve on community based organizations and nonprofits whose mission is to support older adults and their caregivers	Hospital Leadership, Community Health Workers, Case Management, Providers, Quality, Behavioral Health
ANTICIPATED IMPACT	
Improved health and well-being of older adults	

Strategy: Increase Access to Medical Respite	
<b>Prioritized Health Need:</b> Access to Care	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Explore launching the infrastructure to support medical respite	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
2. Collect and analyze data on social factors from individuals that use the Emergency Department	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
3. Identify, recommend and/or implement actions/interventions that support social factors related to the need for medical respite	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
4. Collaborate, invest and provide support to community organizations and efforts that support medical respite interventions	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
5. Advocate for policies that support funding for those experiencing housing insecurity and medical care	Hospital Leadership, Population Health, Community Health Workers, Nursing Leadership, ER Director, Spiritual Care, Providers
ANTICIPATED IMPACT	
Improved overall health outcomes for those needing access to care	

Strategy: Strengthen Social Infrastructure to Increase Community Connections	
<b>Prioritized Health Need:</b> Mental Health	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Assess and build knowledge about social infrastructures that build community connections	Hospital Leadership, Marketing and Communication, Providers, Quality, Behavioral Health, Spiritual Care, Providers, Mental Health Practitioners
2. Identify and create a communication plan that will increase community connections	Hospital Leadership, Marketing and Communication, Providers, Quality, Behavioral Health, Spiritual Care, Providers, Mental Health Practitioners
3. Engage with local community based organizations and nonprofits partners who are strengthening social infrastructures that increase community connections	Hospital Leadership, Marketing and Communication, Providers, Quality, Behavioral Health, Spiritual Care, Providers, Mental Health Practitioners
4. Invest in organizations that are creating social infrastructures that are increasing community connections	Hospital Leadership, Marketing and Communication, Providers, Quality, Behavioral Health, Spiritual Care, Providers, Mental Health Practitioners
ANTICIPATED IMPACT	
Improved well-being and resilience	

Strategy: Improving the Health of Postpartum Mothers	
<b>Prioritized Health Need:</b> Mental Health	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Explore collecting and analyzing data on postpartum moms social factors/needs	Hospital Leadership, Population Health, Community Health Workers, Case Management, Nursing Leadership
2. Identify and recommend actions to address postpartum moms social factors/needs	Hospital Leadership, Population Health, Community Health Workers, Case Management, Nursing Leadership
3. Explore providing educational materials and resources to women and their families about pre-pregnancy care, during pregnancy care and after pregnancy care	Hospital Leadership, Population Health, Community Health Workers, Case Management, Nursing Leadership
4. Collaborate, invest and provide support to community organizations and efforts that will improve maternal health outcomes during postpartum	Hospital Leadership, Population Health, Community Health Workers, Case Management, Nursing Leadership
5. Address Maternal Mental Health Needs by providing connections to support groups and community connections	Hospital Leadership, Population Health, Community Health Workers, Case Management, Nursing Leadership
ANTICIPATED IMPACT	
Healthier mothers, babies, and families	



Strategy: Support Substance Misuse Prevention and Education Efforts	
<b>Prioritized Health Need:</b> Substance Misuse	
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Ascension Saint Thomas Hospitals</li> <li>• Community Partners</li> <li>• Government Agencies</li> <li>• Providers</li> </ul>	
<b>Resources</b> <ul style="list-style-type: none"> <li>• Time</li> <li>• Talent</li> <li>• Dollars</li> </ul>	
ACTION STEPS	ROLE/OWNER
1. Explore launching the infrastructure to support Harm Reduction Services	Hospital Leadership, Population Health, Community Health Workers, Case Management, Spiritual Care, Providers
2. Explore opportunities for collaborations with community based organizations and nonprofits on harm reduction training and services	Hospital Leadership, Population Health, Community Health Workers, Case Management, Spiritual Care, Providers
3. Promote harm reduction resources both locally and regionally	Hospital Leadership, Population Health, Community Health Workers, Case Management, Spiritual Care, Providers
4. Invest in community based organizations and nonprofits efforts addressing harm reduction programs and negative consequences of drug use	Hospital Leadership, Population Health, Community Health Workers, Case Management, Spiritual Care, Providers
5. Engage with community based organizations and nonprofits by serving on councils, boards and forums	Hospital Leadership, Population Health, Community Health Workers, Case Management, Spiritual Care, Providers
ANTICIPATED IMPACT	
Reducing the harms related to drug use for individuals and the community	



## Evaluation

Ascension Saint Thomas Hospital West will develop a comprehensive measurement and evaluation process for the Implementation Strategy (IS). The Hospital 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 Hospital West uses a tracking system to capture community benefit activities and implementation.