UVA ENCOMPASS HEALTH REHABILITATION HOSPITAL

2019 IMPLEMENTATION PLAN

Appendix C

Priorities	Implementation Strategies	Performance Measures	Collaborators/ Partners
1. Increase access to needed health and rehabilitation services	• Collaborate with Community organizations in developing health equity improvement recommendations and implement recommendations at UVA Encompass such as hiring minorities from underserved sections of the community and other similar measures. • Engage with existing Patient Navigator programs and care management programs at the hospital to improve access to healthcare services.	# of individuals in underserved populations receiving healthcare services at our hospital # of employees hired from underserved sections of the community # of community members referred to patient navigators/care managers	Move2Health, Local governmental agencies that could subsidize community services, UVA Encompass Controller, Community Liaison, Case Managers, Human Resources Director
2. Improve community resources for the disabled population and their caregivers.	• Offer new support groups and classes at the hospital for targeted patient groups. • Work to expand existing support groups and classes and collaborate with Social Services Agencies on programming.	# of participants in support groups Improvement in the # of patient/caregivers reporting access to community resources.	Other healthcare organizations in community, including local skilled nursing facilities, UVA Encompass Director of Therapy
3. Enhance access to mental health services	• Encourage improved physician screening/referrals for patients with mental health disorders and support the improvement of access to mental health support services in the community • Increase the number of days that UVA Encompass Health contracts with an external services provider to perform on-site mental health counseling.	# of mental health screenings # of patients referred to mental health providers	Community counseling agencies, other healthcare organizations that focus on mental health, UVA Encompass Case Managers

4. Support community needs around obesity reduction and prevention	• Disseminate educational programming and materials on obesity reduction and better nutrition. These materials will be disseminated at the hospital, at local nursing homes, other healthcare organizations, etc. • Collaborate with Social Services Agencies on nutrition and healthy eating initiatives, in some instances providing monetary support to these community organizations.	# of individuals participating in nutrition programs supported by the hospital # of patients given materials to lower obesity rates of the UVA Encompass Health patient population	Move2Health, local city and county public schools, Charlottesville local government, UVA Encompass Health Dietician, Community Liaison

Implementation Plan Summary #1: Addressing the need for Increased Access to Needed Health and Rehabilitation Healthcare Services/Providers

During the community health needs assessment, it was emphasized that health systems in UVA Encompass Health's community needed to address patients' lack of awareness of the existence of services addressing rehabilitation needs of the community. Even if aware, confusion exists about how to access rehabilitation services appropriately and navigate the health system. In particular, achieving health equity is a big part of this need, so that everyone in the community has the same access to health and rehabilitation services regardless of any social, economic, demographic, or geographic factors.

UVA Encompass Health will begin to collaborate with community organizations that focus on health equity and health disparity. For instance, UVA Encompass Health representatives attend monthly meetings for Move2Health, an organization that promotes nutrition and active lifestyles, with a strong emphasis on ensuring access to health care for all individuals. These community organizations seek to educate the community on these health disparities across different groups and together with its participants, they will develop recommendations for eliminating these differences, and work with other community organizations to implement these recommendations across the community. In addition with this collaboration, UVA Encompass will plan to incorporate these recommendations at the hospital.

Some of these recommendations that UVA Encompass plans to implement at the hospital include:

- Increase the hiring of minorities in positions at the hospital.
- Improving culturally competent marketing outreach to underserved communities regarding health issues that disproportionately affect these communities.
- Developing a community health worker model incorporating community service linkage for health issues disproportionately affecting underserved communities.
- Providing or collaborating with other community organizations to provide transportation services to help individuals in rural settings access evidence-based services.

In addition, UVA Encompass Health plans to address this need by engaging and improving Patient Navigation and Care Management Programs at the hospital to assist community members in accessing services and managing health information. Patient navigators are health professionals, community health workers, or highly trained patient liaisons who coordinate healthcare for patients and assist them

in navigating the healthcare system. A care manager is a health and human services professional who acts as a guide and advocate for families who are caring for older relatives or disabled adults. Care Managers are educated and experienced in several fields related to aging life care/care management including, but not limited to nursing, gerontology, social work or psychology with a specialized focus on issues related to aging and elder care. Patient navigators/Care Managers can help patients evaluate their treatment options, obtain referrals, get appointments, seek insurance coverage and apply for financial assistance. UVA Encompass Health will work to connect patients requiring additional support to existing community care management/patient navigator services and enhance existing services. To the extent that more patient navigators or care managers are needed in order increase patient access to needed health and rehabilitation services, UVA Encompass may plan to hire additional individuals.

Implementation Plan Summary #2: Addressing Improved Community Resources for Disabled Population and Caregivers

During the community health needs assessment, it was identified that UVA Encompass Health's community needed to improve resources for the disabled population and their caregivers. To address this need, UVA Encompass Health has sponsored support groups for stroke victims, Aphasia patients, and their caregivers. The aim of these support groups is for individuals facing similar health issues to be able to share resources amongst others and share with UVA Encompass Health pervasive issues that many are facing. UVA Encompass Health has also hosted some classes and other programs, for instance on fall prevention, in order to give patients tips, resources, and additional information on how to avoid falls that could further impair disabled individuals.

UVA Encompass Health will work to expand the support groups and programs they have already developed as well as create new programs and groups based on the needs of the patients, especially for elderly and home-bound individuals that would have more difficulty in physically attending meetings out in the community or at the hospital. The hospital plans to host additional events in order to entice community members to join support groups/programs that had previously only been advertised to hospital patients.

UVA Encompass Health will work with Social Services agencies and public agencies within the community so that it may connect patients and caregivers to existing community services. The hospital will continue providing free use of its conference rooms for groups that meet weekly at the hospital and will also promote any meetings/programs that are hosted by outside organizations.

Implementation Plan Summary #3: Addressing the need for Enhanced Access to Mental Health Services

During the community health needs assessment, it was emphasized that UVA Encompass Health's community needed to enhance access to mental health services. To address this need, UVA Encompass Health will work to enhance an existing process currently in place to screen patients for mental health disorders, connect patients with an identified need to the appropriate mental health services in the community, and provide the necessary follow-up to ensure patients are connected to services. This process will include tracking patient screening and follow-up to measure success and allow for modifications as needed.

In addition to the efforts that UVA Encompass Health has already made, it will aim to contract with external service providers to offer more frequent mental health counseling on-site at the hospital, i.e. twice a week. The hospital and its case management has been screening approximately 76% of stroke patients for mental illness through the PHQ9 questionnaire. UVA Encompass Health is aiming to screen more patients and different types of patients (not just stroke patients) for mental illnesses.

Implementation Plan Summary #4: Addressing the need for Supporting Obesity Reduction and Prevention in the Community

During the community health needs assessment, it was emphasized that UVA Encompass Health's community has concerning rates of obesity. Community members had a desire to improve their quality of life by maintaining healthy lifestyles and adequately reducing obesity in the community.

To address this need, UVA Encompass Health will collaborate with community organizations that focus on healthy eating and active living, and will provide monetary support to these organizations and initiatives, as well as promote them at the hospital. In addition, UVA Encompass plans to continue disseminating educational programming and materials on obesity prevention and reduction, especially to its patients. Other than at the hospital itself, UVA Encompass plans to provide educational materials to local skilled nursing facilities, local rehabilitation facilities, local healthcare providers, and other areas in the community that would serve individuals in need of rehabilitative services.