

# Warm Springs Rehabilitation Hospital of Kyle

## Implementation Strategy for the 2021 CHNA



**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.

Warm Springs Rehabilitation Hospital of Kyle

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<https://pamhealth.com/facilities/find-facility/rehabilitation-hospitals/pam-rehabilitation-hospital-kyle>

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The 2021 Implementation Strategy was approved by the Governing Board of Warm Springs Rehabilitation Hospital of Kyle, L.L.C. on September 9, 2022 (2021 tax year), and applies to the following three-year cycle: August 2022 to August 2025. 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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## Executive Statement

The 2021 Implementation Strategy represents a collaborative effort in order to determine meaningful approaches to meet prioritized needs identified in the 2021 Community Health Needs Assessment across Warm Springs Rehabilitation Hospital of Kyle and Ascension Seton’s service area. Ascension Texas, an affiliate of Ascension Seton, is a minority limited partner of PAM Rehabilitation Hospital of Kyle, L.L.C., which owns Warm Springs Rehabilitation Hospital of Kyle, and so these organizations collaborated to prepare this Implementation Strategy.

## 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.

### **Warm Springs Rehabilitation Hospital of Kyle**

PAM Health Rehabilitation Hospital of Kyle, or Warm Springs Rehabilitation Hospital, is part of PAM Health, a network known as a leading provider of post-acute care. The 55,000-square-foot hospital has 40 private rooms, an indoor pool to aid with rehabilitation, a pharmacy and laboratory and imaging services. Today, we provide inpatient and outpatient rehabilitation services for individuals recovering from a variety of acute and chronic illnesses and injuries. Warm Springs Rehabilitation Hospital is located in Kyle Texas, which is in Hays County.

For more information about Warm Springs Rehabilitation Hospital, visit

<https://pamhealth.com/facilities/find-facility/rehabilitation-hospitals/pam-rehabilitation-hospital-kyle>

## 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 Texas'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 IS 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 IS can be found at <https://healthcare.ascension.org/CHNA> and paper versions can be requested at the Warm Springs Rehabilitation Hospital of Kyle Administrative Offices.

### Process to Prioritize Needs

Warm Springs Rehabilitation Hospital of Kyle, with contracted assistance from Alpinista Consulting, applied a phased prioritization process, described below, to identify the priority needs in the Ascension Seton and Warm Springs Rehabilitation Hospital of Kyle service area.

The first step was to gather data from a variety of quantitative and qualitative sources to understand the raw data in terms of trends, gaps, perceptions and opinions. Quantitative needs were categorized into groups such as health behaviors, social determinants of health, length of life, quality of life, clinical care, and systemic issues in order to better develop measures and evidence-based interventions that respond to the determined condition.

From there, with guidance from Alpinista consulting, quantitative and qualitative data were reviewed and analyzed through a "validation" process, whereby themes that emerged from the qualitative data gathering process were matched against analysis of trends and stark gaps in key indicators of the County Health Rankings Data (the primary source of the quantitative data). Specifically, Ascension Seton compared themes that emerged from the qualitative data gathering activities to various data "filters" of quantitative data, including: 1) Quantitative indicators of health and social needs that were worse by greater than one standard deviation compared to Texas and/or national indicators, 2) Analysis of trends over time that revealed worsening conditions related to health and social needs, 3) Analysis of significant gaps in health and social indicators among geographies within the service region as well as socio-economic and demographic (including racial and ethnic) indicators.

Next, "sensemaking" teams were convened with internal and external stakeholders to review the validated data and identify, through the lens of impact and alignment with Ascension Seton capacities and strategic priorities, which of the data points, or themes might be appropriate for prioritization. The sensemaking process, completed through a series of six sessions with three internal groups and three external groups, asked participants to consider the identified needs through various criteria, including the following:

- Alignment of problem with Warm Springs Rehabilitation Hospital of Kyle’s strengths, capacities and priorities
- Impact on vulnerable populations
- Importance of problem to the community
- Organizational resources available to address problem

Based on the results of the sensemaking sessions, the CHNA Steering Committee<sup>1</sup> prioritized which of the identified needs were most significant.

Warm Springs Rehabilitation Hospital of Kyle has selected those needs determined by the CHNA Steering Committee as the prioritized needs to develop a three-year implementation strategy. These prioritized needs are the same prioritized needs selected for each of the 12 hospitals in the Ascension Seton network as well as the other five joint ventures in the shared service area. Although each hospital may address many more needs, the prioritized needs will be at the center of a formal IS and corresponding tracking and reporting.

Through the prioritization process for the 2021 CHNA, the prioritized needs are as follows:

- **Mental and Behavioral Health** - This need was selected because a number of key indicators reveal the significant and growing concerns over mental and behavioral health needs in our region. Many of these concerns are long standing, including reported numbers of poor mental health days and upward trending suicide rates and substance use and abuse. Coupled with the effects of the pandemic, concerns around isolation, anxiety and depression heightened needs around mental and behavioral health.
- **Access to Care** - This need was selected because both qualitative and quantitative data revealed significant and increasing needs around issues of accessing care, particularly regarding affordability and insurance coverage for care, transportation- especially in the rural parts of Ascension’s service area, telemedicine and access to sufficient broadband infrastructures, and navigation of the complex medical system and services..
- **Social Determinants of Health** - This need was selected because many of the counties in the Ascension Seton service area have multiple indicators related to social needs that are significantly worse than averages for Texas and the United States, including lower access to exercise opportunities, lower rates of home ownership, very high rates of childhood poverty and low median household incomes, among others. Focus groups also mentioned food security and housing as significant barriers to healthy living.
- **Health Equity** - This need was selected because significant gaps in health indicators and outcomes exist in the Ascension Seton service region according to County Health Rankings data and focus groups revealed narratives of cultural and language barriers to receiving care.

Warm Springs Rehabilitation Hospital of Kyle 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 CHNA, Warm Springs Rehabilitation Hospital of Kyle has chosen to focus its efforts on the priorities listed above.

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<sup>1</sup> The CHNA Steering Committee is comprised of internal leaders Ray Anderson (Chief Strategy Officer), Lauren Baker (VP of Academic Integration & Chief of Staff), Derek Covert (Chief Mission Integration Officer and VP Canonical Affairs), and Kate Henderson (President - Regional Hospitals and Strategic Community Partnerships), and community partners Dr. Jewel Mullen (Associate Dean for Health Equity and Associate Professor, Department of Population Health at The University of Texas), and Dr. Andrew Springer (Associate Professor, Health Promotion and Behavioral Sciences at The University of Texas School of Public Health).

## Needs That Will Be Addressed

Warm Springs Rehabilitation Hospital of Kyle will address access to care in this implementation plan.

## Needs That Will Not Be Addressed

This IS will not address mental and behavioral health, social determinants of health nor health equity. Ascension Texas partners will be addressing each of these needs in their IS. This report does not encompass a complete inventory of everything Warm Springs Rehabilitation Hospital does to support health within the community.

## Acute Community Concern Acknowledgement

A CHNA and 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. If adjustments to an IS are necessary, the hospital will develop documentation to inform key internal and external stakeholders.

## Written Comments

This 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 by Governing Board of Warm Springs Rehabilitation Hospital of Kyle, L.L.C.

To ensure the Warm Springs Rehabilitation Hospital of Kyle’s efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 IS was presented and adopted by the Governing Board of Warm Springs Rehabilitation Hospital of Kyle, L.L.C. on September 9, 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.

The IS lists actions that this hospital is taking to address the needs, recognizing that needs are complex and multi-layered. More specific information about how the “Actions” and “Measurement” under each IS are carried out and tracked are in an Evaluation Plan. The information gathered for evaluation will be used to report on each activity listed along with others that may align with the strategies adopted.

### STRATEGY #1

<b>Hospital Name</b> Warm Springs Rehabilitation Hospital of Kyle
<b>Prioritized Health Need</b> Access to Care
<b>Strategy</b> Hold free monthly support groups with guest speakers focused on health education
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Physiatrists</li> <li>• Dieticians</li> <li>• Certified Case Managers</li> </ul>
<b>Resources</b> <ul style="list-style-type: none"> <li>• Space and supplies for meeting rooms</li> <li>• Employee time to schedule and host programs</li> </ul>
<b>ACTION STEPS</b>
Create local social media announcements to advertise dates/times/ location of support groups
Provide clean and accessible space and support for health education and support groups
<b>MEASUREMENT</b>
<ul style="list-style-type: none"> <li>• Number of community members attending support groups</li> <li>• Number of support groups offered</li> </ul>
<b>ANTICIPATED IMPACT</b>
<i>Short term:</i> Offer support and education to community members facing hardships related to stroke.
<i>Long term</i> Improve health outcomes for community members through networks of support and continuity of care.

<b>STRATEGY #2</b>
<b>Hospital Name</b> Warm Springs Rehabilitation Hospital of Kyle
<b>Prioritized Health Need</b> Access to Care
<b>Strategy</b> Provide transportation services for patients unable to attend outpatient services
<b>Collaborators</b> <ul style="list-style-type: none"> <li>• Warm Springs' Director of Rehabilitation</li> <li>• Warm Springs' Admissions Coordinator</li> <li>• Warm Springs outpatient therapists</li> </ul>
<b>Resources</b> <ul style="list-style-type: none"> <li>• Wheelchair accessible van</li> <li>• Employee time to schedule and transport patients</li> </ul>
<b>ACTION STEPS</b>
Provide information of transportation to referring providers and patients as needed
Provide transportation for patients enabling them to attend medical appointments



<b>MEASUREMENT</b>
<ul style="list-style-type: none"> <li>• Number of patients attending outpatient therapy appointments</li> <li>• Number of patients utilizing transportation services</li> </ul>
<b>ANTICIPATED IMPACT</b>
<p><i>Short term:</i>            Offer support for patients facing hardships related to transportation.</p> <p><i>Long term</i>            Improve health outcomes for patients by providing continuity of care.</p>

## **Evaluation**

Warm Springs Rehabilitation Hospital of Kyle, in partnership with Ascension Seton, will develop a comprehensive measurement and evaluation process for the IS. 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. Warm Springs Rehabilitation Hospital of Kyle, in partnership with Ascension Seton, 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.