



Shepherd Center

2024 CHNA Executive Summary and Implementation Strategy

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Executive Summary

Overview

The 2010 Patient Protection and Affordable Care Act (ACA) requires hospitals to conduct a community health needs assessment (CHNA) and create an implementation strategy every three years. A CHNA is the activity and end-product of identifying and prioritizing the community's health needs by collecting and analyzing data, including the voices of relevant stakeholders, public health information, and internal aggregate patient data. Once data was analyzed, the CHNA Steering Committee identified the prioritized health needs on which Shepherd will focus its work over the next three fiscal years. An implementation strategy outlines the activities and programs the hospital will do to address those priorities.

Defining our community

Because Shepherd is a long-term acute care hospital (LTACH) that functions as an acute care hospital and a rehabilitation center, its community is defined differently than that of typical acute care hospitals that use geography as its primary population. Instead, Shepherd defines its community in three ways:

- Shepherd patients and their families and caregivers
- Individuals with similar conditions, including all persons with the types of injuries and disease states Shepherd treats, regardless of whether they have received care at Shepherd.
- Residents of Georgia and metro Atlanta: While Shepherd serves a broad population, only half of Shepherd's patients come from Georgia, and nearly half of those live in the metropolitan Atlanta area.

Methodology

For this assessment, we analyzed two sets of data:

- Primary data, which included an employee survey, a patient and community survey, 36 one-on-one interviews, and eight focus groups
- Secondary data, which used approximately 10,000 internal and external data points

Proposed health priorities

- Expand access to appropriate and timely clinical services
- Support health and wellness for community members
- Promote engaged and thriving community living
- Strengthen financial stability for community members

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Implementation Strategy

Through our most recent Community Health Needs Assessment (CHNA), our community voiced the challenges they face each day that impact their health and wellness. In consideration of those named needs, Shepherd Center identified four health priorities and subsequent strategies to support our community and lay ground to bridge the gap for these inequities. The implementation strategy below outlines the activities and programs the hospital will conduct to address those priorities. We will regularly evaluate our work and will publish an annual progress report detailing what we've accomplished over the next three years.

Priorities and Implementation Strategy

Expand access to appropriate and timely clinical services

Access to appropriate and timely clinical services can be essential to health, wellness, independence and quality of life for all of us. For someone with a complex neurological diagnosis, access to routine care and specialty services can have an even more critical impact on their well-being. Shepherd Center is committed to expand the access to support individuals with complex neurological diagnosis, specifically through the number of patients that we can serve along the continuum of care through inpatient and outpatient services, both in person and through telemedicine; through providing education for medical providers outside of our institution; and through building a network of education and resources for the community.

Strategy	Metric
Growth of Center	<ul style="list-style-type: none"> Bed Expansion Expansion of space Patients Served Outpatient Capacity Telehealth visits per program
Pro-Bono Services	<ul style="list-style-type: none"> Description of activities/number served Pro-bono hours
GA RSVP Clinic	<ul style="list-style-type: none"> Description of activities Pro-bono hours
Community Events	<ul style="list-style-type: none"> Description of activities Pro-bono hours
NeuroRehabilitation Learning Institute (NRLI)	<ul style="list-style-type: none"> # Enrollments Growth in participants # Continuing education credits awarded Community map of participation
SHARE Alumni Program	<ul style="list-style-type: none"> Launch #Participants
Support for Mental Health Providers	<ul style="list-style-type: none"> # Doctoral fellows and students # Psych/counselors/social workers participating # Continuing education credits awarded
Contribution to Medical Community	<ul style="list-style-type: none"> # Publications # Presentations

Support health and wellness for community members

In support of lifelong health and wellness of the community, Shepherd Center will engage with community partners to provide opportunities for community participation through in-person and virtual events, along with expanding educational resources.

Strategy	Metric
Burnalong™	# Enrollments Offerings Utilization Location/state map Expansion of topics # Spanish classes Value (cost savings)
My Shepherd Connection (MSC)	Engagement efforts Utilization Expansion of topics
Community Events (Rec T, Promotion, Sport Teams)	# Events # Participants Highlights
Peer Support	# Events # Participants Demographics
Partnerships - Community Agencies Career Fair Global Accessibility Awareness Day Resource Fair	Description of partnerships # Participants Engagement with vendors/agencies # Participants # Vendors Community satisfaction score & comments
TBI Outreach Side by Side Injury Clubhouse Board Member BIAG Board Member Commissioner for GA Traumatic Brain and Spinal Cord Injury Trust Fund Commission	Description of outreach/benefit Description of outreach/benefit Description of outreach/benefit
Smart Phone Apps PT Pal SwapMyMood	#Participants Compliance #Participants Compliance
Injury Prevention Occupant Protection Adult Seatbelt Child Car Seat Helmet Use Community Outreach Professional Outreach	Description of efforts #Participants/events #Participants/events #Participants/events Description of efforts #Participants/events #Tours #Presentations including target audience

Promote thriving and engaged community living

The community that Shepherd Center serves requires a multitude of resources and a strong support system to sustain and enrich their quality of life through community living. Shepherd Center will support the success of its community members by providing opportunities for education and building connections with community partners to promote opportunities for access and engagement in community living.

Strategy	Metric
My Shepherd Connection (MSC)	Updated resource list (national/local) Description of engagement efforts Utilization Integration as resource on MyChart
Keeping Adolescent and Young Adults Connected (KAYAC)	Launch # Participants enrolled # Trained mentors
Patient/Family Expo	Launch # Participants # Vendors Engagement with vendors/agencies
Durable Medical Equipment (DME) Vendor Fair	# Participants # Vendors Satisfaction

Strengthen financial stability for community members

A successful and engaged community requires financial stability of its members. Shepherd's community is impacted by both the need for a sustainable income and the cost of services for medical care. To support sustainable income, Shepherd Center will invest in efforts to promote adaptive workforce and vocational rehabilitation to support employment efforts to enhance an individual's income.

The greater community outside those that Shepherd serves are impacted by the cost of medical services. Shepherd Center is dedicated to closing Georgia's Medicaid coverage gap and reducing the uninsured rate. Shepherd Center will support policy efforts and closely follow the Comprehensive Health Coverage Commission, tasked with examining reimbursement shortfalls, expanding access, and improving quality of care to support closing this gap. To improve public access to disability and injury prevention services, Shepherd Center will advocate for enhanced state funding of the Independent Care Waiver Program (ICWP), the Brain and Spinal Injury Trust Fund Commission, the Georgia Trauma Commission, and federal funding to support agencies such as the CDC's Injury Center and the Agency for Healthcare Research and Quality.

Strategy	Metric
Partnerships - Community Agencies Genuine Parts Home Depot Georgia Vocational Rehabilitation Agency (GVRA)	Description of efforts # Patients/community members Description of efforts (networking) Description of efforts # Clients receiving coaching
Vocational Rehabilitation	# Referrals received # Return to work # Return to school # Volunteer placement
Advocacy Efforts Reimbursement Provider Networks GA Medicaid Voter Registration	# of Testimonials Description of efforts and outcomes Description of efforts and outcomes Description of efforts and outcomes Description of efforts and outcomes
Transition of Coverage and Support Services	# Assisted with SSDI and SSI
Equipment (In-kind, donated, etc.) Kelly Brush Foundation (Exercise Bikes) AbleGamers Travis Roy "Get Back in the Game"	# served # served # served

CHNA Implementation Strategy Approval

On November 25, 2024, the Shepherd Center Board of Directors reviewed and approved the proposed strategies. The board members who approved the priorities were:

- Shaler Alias
- Bryant Coats
- Bob Cunningham
- Chip Davidson
- Clark Dean
- John Dryman
- Larry Ellis
- Bill Fowler
- Susan Hawkins
- Justin Jones
- Molly Lanier
- Dr. Donald Leslie
- Doug Lindauer
- Sally Nunnally
- Juli Owens
- Vincenzo Piscopo
- John Rooker
- Jamie Shepherd
- Boynton Smith
- Jim Stephenson
- Jim Thompson
- Jarrad Turner
- Dr. Michael Yochelson
- Dr. David Apple
- Alana Shepherd



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