



**Community Health Needs Assessment
Implementation Plan for
Children's Hospital of Richmond at Virginia Commonwealth University
Children's Rehabilitative Services**

FY 2020-22

Introduction and Purpose

This written plan is intended to satisfy the requirements set forth in the Internal Revenue Code Section 501(r)(3) regarding community health needs assessments and implementations strategies. The overall purpose of the implementation strategy is to align the hospital's limited resources, services, and activities with the findings of the Community Health Needs Assessment (CHNA) that was performed in Spring 2019.

A. Description of Hospital

Crippled Children's Hospital, doing business as Children's Rehabilitative Services ("Hospital") provides specialty pediatric post-acute care thru outpatient pediatric rehabilitative therapies; inpatient long term care for children with medical complexities; and pediatric specialty dental care, including operative services. These services are provided at the Brook Road campus in Richmond Virginia that has 37 staffed beds and 5 community outpatient therapy centers located in Richmond City, Fredericksburg, Glen Allen, Petersburg and Stafford, Virginia.

The Hospital is affiliated with the Virginia Commonwealth University Health System ("VCUHS") and is component of the Children's Hospital of Richmond at VCU (CHoR) which is Central Virginia's only comprehensive, full-service children's hospital. CHoR offers a wide range of children's health services, including pediatric emergency services, primary care, specialty and subspecialty care, burn, trauma, transplant and long-term care. With more than 15 locations across Central Virginia, CHoR provides pediatric inpatient, outpatient, and post- acute services that cover nearly all children's health-related needs. CHoR is committed to ensuring access to care for all children, training future pediatric caregivers and making new discoveries that improve understanding and treatment of childhood diseases.

The Hospital's specialty care includes:

Rehabilitative Therapy Services:

Occupational therapy services include evaluation and treatment for daily living/self-care skills; fine motor & handwriting skills; oral motor & feeding skills; visual motor & perceptual skills and sensory integration/processing. Physical therapy services include evaluation and treatment for balance & coordination skills; developmental skills; flexibility & posture; gait training; gross motor skills; orthopedic/sports-related injuries and strengthening. Speech and Language Pathology services include evaluation and treatment for articulation & language skills; cognitive skills; feeding & swallowing skills; fluency; oral-motor function; pragmatic language & social skills; and voice therapy.

Assistive Technology Services:

Evaluation and training services for children and adults for the following: assistive daily living aids; augmentative communication; classroom, home or work-related modifications; computer access/adaptations; environmental controls; independent living evaluations; positioning aids; orthotics & head pointers; and wheelchairs & seating. Services include a state of the art "Smart Suite" available for evaluation and training.

Feeding Disorders Services:

Designed for children who have a medical condition that has affected their feeding and growth. Interdisciplinary services include behavioral and feeding therapy provided by occupational and speech/language therapists, nutritionists, psychologists and social workers. Treatment addresses medical, developmental, behavioral, social, oral motor, and sensory feeding issues.

Nutrition Services:

Registered dietitians/nutritionists serve children and adolescents with complex medical issues or specific concerns. Services include medical nutrition therapy; nutrition screenings and counseling.

Dental Services:

Pediatric and endodontic dentistry provided to children from approximately one year to 21 years old. Services include diagnostic, preventive, and restorative care by pediatric dentists and pediatric dental residents and students under the supervision of the dentists. In addition to chair side care, more complex care is provided under general anesthesia in the outpatient operative suite.

Long Term Care Services:

The Transitional Care Unit is a 47-bed long-term inpatient program serving children from infancy up to age 21. To be admitted into the program the child must have ongoing complex health conditions that require both medical and nursing supervision, and specialized equipment or services. The children in this program receive interdisciplinary care under the direction of a pediatric trained physician.

Psychology Services:

The Psychology Department specializes in working with children from birth to age 17 who have psychological needs related to medical, emotional and behavioral issues, and neuropsychological evaluations following a neurological injury or illness. Psychologists provide individual and family therapy, behavioral consultation and a variety of evaluations, through outpatient referrals and inpatient plans of care.

B. Hospital's Mission

CHoR's mission is "The health of all children is our number one priority." The Hospital's specialty care mission is to be a resource where children and their families find the medical and therapeutic services they need to thrive.

The community benefit that the Hospital provides includes:

- Patient care provided on a charitable basis,
- Health professions education,
- Medicaid shortfall and,
- Community outreach programs.

Community Definition

The Hospital services area includes 51 zip codes adjacent to its six locations. Most of these zip codes fall within the counties of Chesterfield, Henrico, King George, Powhatan, Spotsylvania and Stafford and the cities of Colonial Heights, Fredericksburg, Hopewell, Petersburg, and Richmond.

How Implementation Strategy was Developed

This implementation strategy was developed by members of the leadership team of the Hospital representing several departments within the organization including clinical, administration and support. This strategy will be reviewed and used to guide the Hospital in determining whether changes should be made to better address the health needs of its communities.

Summary of the Community Health Needs Identified

Secondary data and key stakeholder feedback were reviewed to identify and analyze the needs raised by each source. (Please see the 2019 Community Health Needs Assessment for more details.) The top health needs of

the Hospital community include those that are supported by the data and feedback provided in the assessment:

Children's Health Support

- Learning about the child's health and developmental needs and receiving support and education
- Access to Care (medically underserved areas)

Children's Health Conditions

- Injuries (unintentional and intentional)
- Mental and Behavioral Health Disorders (depression leading cause of hospitalization)
- Hospitalizations (asthma leading cause of hospitalization)
- Lifestyle Health Risks (nutrition, weight, physical activity)
- Disabilities (intellectual and developmental)

Implementation Strategies

Key Objective:

Provide care to children requiring post-acute rehabilitative and restorative care; provide training for disciplines focused on the care of children with disabilities; and advocate for those with disabilities. **Due to the rehabilitative specialty focus of the Hospital it cannot directly address certain community health needs identified in the assessment. However, it can and does support other agencies to help with these needs.**

A. Children's Health Support

Strategy: Leverage the programs and resources available within and associated with VCUHS to provide education and support to families

Action Plan:

- Support advocacy efforts thru Office of Government Relations at Virginia Commonwealth University.
- Access Care Connection for Children for patients and families
- Refer eligible patients and families to Medical Legal Partnership-Richmond
- Utilize Parent Advisory Group to identify needs and potential solutions
- Utilize resources and funding from Children' Hospital Foundation to provide support and education to families

Strategy: Improve access to care for services

Action Plan:

- Ongoing support for growth of therapy centers thru relocation and expansion of existing programs
- Increase number of beds for ventilator dependent children requiring long term care services
- Implement improvements to scheduling appointments for therapy services
- Explore opportunities to add services
- Coordinate Hospital services with services with VCUHS
- Refer patients and families to services within the community as needed

B. Children's Health Conditions

Strategy: Leverage the programs and resources available within Hospital and CHoR to address leading health risks in the community including injuries, avoidable hospitalizations, behavioral health disorders, lifestyle, and disabilities

Action Plan:

- Ongoing support for growth of therapy centers to provide services for:
 - Injury prevention and recovery;
 - Short and long term rehabilitation;
 - Assistive technology;
 - Activities of daily living
- Collaboration with concussion/traumatic brain injury multidisciplinary clinic for services and education
- Collaboration with Safe Kids VA for creating safe environments for children in the community
- Support of psychology services related medical, emotional and behavioral issues, and neuropsychological evaluations following a neurological injury or illness
- Referrals to VCU's Virginia Treatment Center for Children for outpatient and inpatient mental health care.
- Expansion of long-term care services for children who are ventilator dependent and/or require total parenteral nutrition
- Growth of pediatric dental services for care of children with disabilities

Other Needs Identified in the Community Health Needs Assessment

Each of the health needs identified in the attached Community Health Needs Assessment is important and many are being addressed by numerous program and initiatives throughout VCUHS. The Hospital cannot directly address certain community health needs that do not relate to its mission. These may be community health needs that governmental or other non-profit agencies have the more appropriate expertise and resources necessary to address. Although the Hospital cannot address these needs directly, it can and does support the efforts of governmental and other agencies to help with these needs.

FY 2107-19 Implementation Strategies Update

A. Children's Health Support:

- Participated in Health and Safety Day for Richmond area pre-schools on Hospital Grounds
- Provided support for Dental outreach and education to local schools
- Provided education to local agencies in Fredericksburg and Stafford services for children with disabilities
- Collaborated with VCU Office of Government Relations on children's health initiatives
- Implemented Family Advisory Group
- Provided education to students including nursing; nutrition; respiratory care; recreation, occupational, physical and speech therapies

B. Children's Health Conditions:

- The VCUHS Virginia Treatment Center for Children was relocated to the Brook Rd Campus
- Continued to provide psychological services (in addition to services available at VTCC)
- Expanded the Fredericksburg Therapy Center to provide outpatient rehabilitative services

Board Approval of Implementation Strategies

Approved by the Board of Directors of the Hospital on October 23, 2019.