



VUMC Implementation Strategy

November 2019



VANDERBILT  UNIVERSITY
MEDICAL CENTER

Joint Community Health Needs Assessment for Vanderbilt University Hospitals & Vanderbilt Stallworth Rehabilitation Hospital

Introduction

Vanderbilt University Medical Center (“VUMC”) is located in Nashville, Tennessee, and primarily serves Tennessee, northern Alabama, and southern Kentucky. Although licensed as Vanderbilt University Hospitals under a single hospital facility license, VUMC owns and operates three separate hospitals: The Vanderbilt University Adult Hospital (“VUAH”), Monroe Carell Jr. Children’s Hospital (“the Children’s Hospital”) and the Vanderbilt Psychiatric Hospital (“VPH”). As part of a joint venture with Encompass Health Corporation, VUMC also owns 50% of Vanderbilt Stallworth Rehabilitation Hospital (“Stallworth”). The licensed hospital facilities of Vanderbilt University Hospitals and Stallworth are collectively referred to as “VUMC” for purposes of this Community Health Needs Assessment and Implementation Strategy (“CHNA”/IS). The 2019 (FY 20)¹ VUMC CHNA is a joint CHNA that covers the licensed hospital facilities of Vanderbilt University Hospitals and Stallworth.

The 2019 CHNA serves as a health profile for the community in which VUMC patients live. The 2019 CHNA describes significant health needs identified in collaboration with the community, gaps between current and desired health status, and broad multi-sectorial perspectives on health and health care – with a focus on the underserved, low-income and minority populations.

Description of Hospitals

Annually, the VUMC hospitals have roughly 64,000 discharges and 2.2 million outpatient visits. In FY2018, VUMC provided \$711 million in charity care and community benefits.

VUMC is a comprehensive 1,091-bed healthcare facility dedicated to patient care, research, and post-graduate medical education. Its reputation for excellence in each of these areas has made VUMC a major patient referral center for the Mid-South.

Vanderbilt University Adult Hospital (“VUAH”)

Each year, people throughout Tennessee and the Southeast choose VUMC for their health care needs, not only because of its excellence in medical science, but also because the faculty and staff are dedicated to treating patients with dignity and compassion. VUMC's mission is to advance health and wellness through preeminent programs in patient care, post-graduate medical education, and research. VUMC's mission is to lead in improving the healthcare of individuals and communities, combining its transformative learning programs and compelling discoveries to provide distinctive personalized care.

There are several VUAH programs unique to Tennessee or the region, which include:

- Level 1 Trauma Center – the only one in Middle Tennessee;

¹This CHNA and accompanying IS was adopted on November 6, 2019 during VUMC’s FY 2020, which is tax year 2019 per Form 990, Return of Organization Exempt from Income Tax. To be consistent with CHNA/ IS reporting on Form 990, Schedule H, these documents are referred to herein as the “2019 CHNA” and “2019 IS.”

- Dedicated burn center – the only one in the region;
- Vanderbilt-Ingram Cancer Center - the only National Cancer Institute designated Comprehensive Cancer Center in Tennessee that conducts research and cares for children and adults;
- Traumatic brain injury rehabilitation – the only Joint Commission accredited program of its kind in the region;
- LifeFlight - an integrated air and ground emergency patient transport system;
- Tennessee Poison Control;
- Comprehensive solid organ transplant center – One of the largest programs in the US and the only one located within VUMC’s primary service area

In FY2019, VUAH had more than 45,000 discharges, performed more than 40,000 surgeries and treated more than 67,000 patients in its Adult Emergency Department. VUAH’s outpatient clinics performed more than 1.7 million ambulatory visits. No person, adult or child, who has an emergency medical condition is denied care on the basis of limited ability to pay.

Monroe Carell Jr. Children’s Hospital (“Children’s Hospital”)

The Children’s Hospital is nationally recognized as a leading provider of pediatric health care services. Providing the highest level of pediatric care, the Children’s Hospital is a top-level teaching and research facility, yet the hospital also treats and helps prevent all health issues that affect children ranging from simple colds and broken bones. The Children’s Hospital operates the region's only Level 1 Pediatric Trauma Unit and the region’s only neonatal intensive care unit with the highest Level IV state and national ranking.

The Children’s Hospital is dedicated to serving the children of Middle Tennessee and beyond. Annually, the Children’s Hospital admits more than 16,000 patients, performs more than 17,500 surgeries and sees more than 360,000 outpatient clinic visits. No child who has an emergency medical condition is denied care on the basis of limited ability to pay.

Vanderbilt Psychiatric Hospital (“VPH”)

VPH provides an age-appropriate, restorative environment for mental health care. In addition to adult care, VPH is the only inpatient mental health provider for young children (ages 4-12) in Middle Tennessee and offers highly specialized services for children and teens (ages 13-17). VPH serves patients with many conditions, including depressive disorders, anxiety disorders, adjustment disorders, post-traumatic stress disorder (PTSD), bipolar affective disorder, attention deficit/hyperactivity disorder, schizophrenia and psychotic disorders. VPH has approximately 3,700 annual discharges and its clinics provide care through approximately 37,000 annual mental health visits. In addition to clinics on the main campus, Vanderbilt Behavioral Health—the programmatic umbrella for much of VUMC’s work on mental illness and substance abuse—collaborates with approximately 34 Davidson County schools to provide counseling services and provides mental health services to youth who are in state custody or at risk of a custodial situation.

Vanderbilt Stallworth Rehabilitation Hospital (“Stallworth”)

Stallworth is an 80-bed inpatient rehabilitation hospital that offers comprehensive inpatient rehabilitation services designed to return patients to leading active and independent lives. Stallworth opened in November of 1993 and is a 50/50 joint venture between VUMC and Encompass Health, one of the nation’s leading rehabilitation services providers. Annually, Stallworth has approximately 1,300 patient discharges.

In addition to caring for general rehabilitation diagnoses such as orthopedics, pulmonary and cardiac conditions, Stallworth has specialized inpatient programs for stroke, brain injury, spinal cord injury, amputations, hip fractures and neurological conditions. Not only has Stallworth achieved Center of Excellence status within the Encompass Health network of hospitals, the hospital has achieved Joint Commission disease-specific certification for stroke, spinal cord injury, and traumatic brain injury rehabilitation programs and was the first to achieve the spinal cord certification in the state. The largest number of patient discharges from Stallworth comes from Davidson and Williamson Counties.

For the purposes of this report, all four hospitals – Vanderbilt University Adult Hospital, Monroe Carell Jr. Children’s Hospital, Vanderbilt Psychiatric Hospital, and Vanderbilt Stallworth Rehabilitation Hospital will be referred to as “VUMC.”

Background

As part of the 2010 Patient Protection and Affordable Care Act, non-profit hospital organizations such as VUMC are required to complete a Community Health Needs Assessment and an accompanying Implementation Strategy every three years.

As with prior CHNAs, VUMC conducted a process that incorporated the collection and analysis of a broad range of primary and secondary data. Primary data collection included face-to-face interviews and community listening sessions with a range of community members across the three counties. An extensive review of publicly available data on health, including health determinants and health outcomes was also included. In addition, VUMC and Stallworth solicited on-going feedback on the prior CHNA/IS via the Community Health Improvement Website and the Stallworth website, respectively. At the time of writing this report, no written feedback had been submitted for VUMC or Stallworth.

VUMC’s 2019 CHNA and IS are available on the [Vanderbilt Community Health Improvement Website](#) where public comment on the CHNA/IS can also be provided. Copies of each previous CHNA/IS report are available as well. The portal for comments is regularly monitored so comments can be addressed. Any comments provided are reviewed by VUMC’s CHNA/IS Advisory Committee which consists of VUMC and Stallworth senior leaders.

Identifying and Prioritizing Needs: Overview

Community Summits

Findings from the environmental scan, community interviews, community listening sessions, community surveys, and secondary data analyses that were the foundation of the CHNA were presented in three separate Community Health Summits – one in each of Davidson, Rutherford, and Williamson counties. Among the summit invitees were listening session and interview participants, community members with expertise in public health or working with vulnerable populations, and leadership from VUMC and VUMC’s collaborators. Each summit was facilitated jointly by VUMC, Saint Thomas Health, and the County Health Department team. The summits solicited input and took into account the broad interests of the community in identifying and prioritizing the community’s health needs. After being presented with all primary and secondary data, summit participants provided input in to prioritizing the most important health needs of the community. Each participant selected three health issues, which were grouped into categories by the summit facilitators and shared with summit attendees.

Following this exercise, participants in each county provided further insight regarding each prioritized need by working in groups to answer questions such as; “Who is already working on this issue?”; “What are potential goals related to the issue?” and “Which population(s) are most affected by this need or problem?”

While overlapping themes were highlighted throughout each county summit, each county summit yielded its own detailed set of prioritized needs which are described in more detail below. For VUMC’s purposes, each county’s needs were grouped into four overarching categories of needs for VUMC to address. The four health needs prioritized by VUMC are:

- **Mental Health and Substance Abuse**
- **Access to Resources and Services**
- **Basic Needs and Social Determinants of Health**
- **Prevention and Education**

Mental Health / Substance Abuse – Summary

Mental health and substance abuse were primary topics of concern in the needs prioritization process in each county. While the Davidson County summit revealed the need to address access to services, adverse childhood experiences, and violence reduction, the Williamson County summit prioritized issues such as substance abuse, treatment access, tobacco use, drug use, excessive drinking, and the lack of education surrounding these issues. Similar themes arose from the Rutherford County summit, as participants prioritized coordination of mental health care, lack of substance abuse services, and the affordability of these services. Because the needs prioritization process yielded issues with similar themes, these themes were rolled up into a broader category of “Mental Health and Substance Abuse,” which VUMC adopted.

Access to Resources and Services – Summary

Throughout all data collection methods in each county, “access” was mentioned as a concern and prioritized as a need. In previous CHNAs, this priority was often specific to healthcare services. However, this priority is now broader to include access to all resources and services. Issues related to access that were discussed at the Summits include coordination of services, lack of awareness of available resources, ease of navigation for community members, and collaboration of organizations and services providers. While the overall priority focused on “access” broadly, in Rutherford County, the Summit participants focused on improving community awareness, community partnerships, and navigation, while Davidson County residents highlighted increased navigation, community engagement, and partnerships as well as access and affordability of healthcare including more collaboration between health systems and a centralized registry of resources.

With these issues in mind, Summit participants discussed ideas for success which included suggestions such as community calendars, interdisciplinary work, community partnerships with health systems, asset maps, and targeting efforts to vulnerable populations such as individuals experiencing homelessness, senior citizens, immigrants/refugees, etc. Specifically related to healthcare resources, Summit participants mentioned that success in this topic area would include a decrease in the percent of uninsured population, increased community health workers, behavioral health integration into primary care, and collaborations between health systems and leadership, among others.

Basic Needs and Social Determinants of Health – Summary

“Basic Needs” was a common theme throughout the needs assessment process, in reference to the social determinants of health and the notion that where we “live, work, and play” has major influence on health outcomes. Furthermore, the need to improve access to basic needs was a priority in each of the three counties. In Davidson County, basic needs included housing, transportation, healthy food, education, financial stability, and safety. In Rutherford County, basic needs also included a number of the factors listed above, but Summit participants and Wellness Council members felt a need to place special emphasis on housing given the rising cost of housing and increasing numbers of individuals experiencing homelessness. Although basic needs were mentioned in Williamson County as well, summit participants emphasized affordable housing as a need for the community.

It is often challenging to determine how to address issues related to basic needs and social determinants since many of these factors are not directly influenced or changed by health systems or community organizations. However, the summit participants in each county were able to brainstorm ideas for what success looks like related to these issues. Ideas included decreased homelessness and poverty, increased affordable housing, decreased violence, improved built environment, improved education, and jobs. It is also important to note that in each county, the participants in the summits emphasized a need to improve basic needs access “for all” including youth, immigrants/refugees, minorities, senior citizens, veterans, disabled, formerly incarcerated, and other vulnerable populations.

Prevention and Education – Summary

Promoting health education helps ensure that community members have the right knowledge, tools, and resources when managing their own health. Residents of all three counties prioritized the need to improve health education, as well as the need to incorporate greater preventative measures. Due to the concerning high rates of obesity in Rutherford County, community members at the county health summit emphasized the importance of nutrition and the great need to lower obesity rates. In Williamson County, broader areas of focus included the need to educate the community on threatening health issues, incorporating preventative health methods, and increasing resource accessibility. Summit participants specifically highlighted the need for chronic disease prevention, resource awareness, overall improvement in health education, and more education on stroke, cancer, and heart disease.

Following the Summits, VUMC consulted the “Community Health Improvement Working Group”, a group of internal VUMC program managers and directors who interface with the community to review the needs the community prioritized. The Working Group was tasked with making a recommendation to VUMC’s CHNA/IS Advisory Committee--a group of senior leaders responsible for high-level guidance on the CHNA/IS--on the needs that VUMC should adopt. The Working Group considered criteria such as the scope, severity, and the ability of VUMC to impact an issue and recommended that VUMC adopt all four identified needs. Prioritized needs are considered of equal importance and are not listed in this report in a particular order. The Advisory Committee chose to adopt all four identified needs and these needs guided development of VUMC’s Implementation Strategy. The 2019 CHNA and related 2019 IS were adopted by the Board of Directors of VUMC in November 2019 and by the Stallworth Rehabilitation Hospital Board of Directors in December 2019.

Addressing Prioritized Needs

VUMC will address the significant health needs identified by the community with institutional resources. These include staff time and financial support for the programs, initiatives and activities described in detail on the following pages. In addition, VUMC will further refine the Implementation Strategy and develop strategic plans that roll up under the Implementation Strategy for each priority health need in the first year following adoption of the CHNA. This work will engage health systems leaders, faculty, staff, learners and community partners. The strategic plans will outline in more detail objectives and sub-goals for each goal below, strategies, tactics and provide specific measures. Also included below is a description of the anticipated impact of VUMC’s efforts and our plan to evaluate impact.

Goals for Each Prioritized Need

Priority Health Need: Mental Health and Substance Abuse

- ***Goal:*** Improve mental health and substance abuse related issues through prevention, treatment, and support

Priority Health Need: Access to Resources and Services

- **Goal:** Improve access to resources and services that support health and well-being for community members

Priority Health Need: Basic Needs and Social Determinants of Health

- **Goal:** Strengthen community collaborations to support resources that meet basic needs and address social determinants of health for vulnerable populations

Priority Health Need: Prevention and Education

- **Goal:** Improve support for preventive health services and preventive health behaviors

Planned Collaborations

Recognizing that collaboration is essential in community health improvement, VUMC has built relationships with individuals, communities and organizations from across the communities served. The focus of collaboration is on better serving persons who are low income or disadvantaged. In order to assess and address significant health needs, VUMC plans to continue collaboration with Saint Thomas Health and will grow existing relationships with local health departments, more specifically with the Metro Nashville Public Health Department as well as the Rutherford and Williamson County Health Departments (collectively, “VUMC Collaborators”). As described below, VUMC is working closely with organizations such as the Williamson County Health Council on targeted projects related to childhood nutrition and physical activity, with the Healthy Nashville Leadership Council on health equity and mental health, and with other non-profit and local government entities across the communities served.

Additional collaborations are listed below, including working relationships with regional community hospitals, the Tennessee Department of Children’s Services, The Tennessee Developmental Disabilities Network, Interfaith Dental Clinic, Meharry Medical College, Catholic Charities of Tennessee, World Relief Nashville, Nashville International Center for Empowerment, the Nashville Public Library among many other non-profit, governmental and advocacy agencies.

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Program Descriptions

Each program described addresses one or more of the priority health needs. Colored shading (blue, orange, green, and red) indicates how the program is addressing the specific priority identified by the community. As indicated, many programs address multiple needs.

Clinical Services

Clinic at Mercury Courts

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Clinic at Mercury Courts provides a curated collection of medical and social services to individuals in transitional or low-income housing as well as those experiencing homelessness and/or poverty. Services at the Clinic at Mercury Courts include preventive health consultations, pharmacy assistance, and chronic disease management. In the last 3 years they have added integrated behavioral health using the evidenced-based, Collaborative Care Model. Utilizing this model, the Clinic at Mercury Courts also acts as the hub of integrated behavioral health services for VUMC's Women's Health and Midwifery clinics at both their Melrose and West End locations. Developed by The School of Nursing, the Clinic at Mercury Courts provides quality health care to 1,200 individuals that are under-served each year. In addition, the Clinic at Mercury Courts serves as a major inter-professional training site for nursing, pharmacy, social work, and medical students.

Shade Tree Clinic

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Shade Tree Clinic provides primary, subspecialty, and urgent care to uninsured Spanish and English-speaking residents of Davidson County. Annually, Shade Tree Clinic serves 350 individuals totaling 1,300 visits. Located in East Nashville, the clinic is managed and staffed by Vanderbilt University medical students. By collaborating with Vanderbilt University Medical Center faculty, pharmacy, and laboratories, Shade Tree Clinic provides inpatient and outpatient care, free of charge. The Shade Tree Clinic aims to improve the health of uninsured patient panel cared for at the student run free clinic and facilitate experiential learning in community care.

Vanderbilt Health Walk-In Clinics

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt offers Walk-in clinics in Belle Meade, Bellevue, Brentwood, Franklin, Cool Springs, and Spring Hill (Williamson County Walk-In Clinics are a joint venture with Williamson Medical Center). Expert medical care clinics are staffed with Vanderbilt physicians and nurse practitioners that take care of everything from flu to colds to coughs, fevers rashes and injuries. Some physicals and vaccinations are also available as well as EKG and X-Ray. The clinics, which have expanded over the past three years, are open seven days a week and most holidays.

Vanderbilt Children’s Specialty Clinics

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Children's Hospital currently manages specialty clinics in Williamson County (Edward Curd Lane) and Jackson Madison County (Ayer's Pediatric Clinics), five days a week. Subspecialty clinic expansion is underway at Cookeville (Putnam County), Spring Hill (Maury County) and Hendersonville (Sumner County). Chattanooga TN, Clarkesville, TN, Cookeville, TN, Hendersonville, TN, Madison, AL, and Murfreesboro, TN. Specialty services are curated for each location, and include cardiology, gastroenterology, and urology among others with the purpose of improving child health.

TN Perinatal Regionalization Program

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Monroe Carell Jr. Children’s Hospital at Vanderbilt, in collaboration with community hospitals and under the charge of the Tennessee Department of Health, manages three community NICUs. This collaboration enables the delivery of high quality perinatal/neonatal care as well as implementation of programs designed to improve infant outcomes and mortality. Managed by the Vanderbilt University Medical Center (VUMC) Neonatology faculty physicians, there are two Level II and one Level III facilities located in Montgomery County, Maury County, and Madison County, respectively.

Vanderbilt Children's After-Hours Clinics

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Children's Hospital has established after-hours clinics in Brentwood (Williamson County), Hendersonville (Sumner County), Mt. Juliet (Wilson County), Murfreesboro (Rutherford County), Smyrna (Rutherford County), and Spring Hill (Williamson/Maury County.) Services offered at these clinics will enable Children's Hospital to strengthen its relationships with community pediatricians and family practice physicians while improving patient outcomes by expanding the continuum of care closer to patients' homes with physician-provided services.

Children's Hospital Primary Care Clinic

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Children's Hospital Primary Care Clinic provides complete sick and well-child care to children from birth through the teen years. The clinic is a medical home for patients in the practice. The clinic has served more than 16,000 unique patients for well child visits over the past 3 years of which 74% are TennCare (Medicaid) and 5% are uninsured.

Vanderbilt Comprehensive Care Clinic (VCCC)

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The VCCC provides care for approximately 88% of all persons living with HIV in the 13-county Middle Tennessee area who are receiving care for their HIV-related disease. Vanderbilt faculty staff two rural satellite clinics in Cookeville and Columbia, Tennessee and serves more than 3,800 persons living with HIV and logs more than 15,000 visits each year. The VCCC provides Patient Centered interdisciplinary care and a range of educational and support activities for individuals living with HIV. It collaborates with a large network of organizations to provide a comprehensive center of excellence for HIV treatment. 88% of the patients at the VCCC are virally suppressed and at a low risk to pass on the disease. The National average is only 49%. In addition, the VCCC runs the Southeast AIDS Education and Training Center (SE AETC) - an eight-state consortium founded in 1987 by the Health Resources Services Administration (HRSA) to train healthcare providers and disseminate rapidly changing information about HIV/AIDS. Vanderbilt faculty and staff provide training in prevention, including PrEP and treatment of HIV infection to healthcare providers statewide through the AETC. Since receiving the grant, the SE AETC at Vanderbilt has increased the number of providers accessing training by 400% reaching almost 48,000 providers last year through over 2,600 training events.

Charlotte and Donald Test Jr. Center at Vanderbilt Psychiatric Hospital

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Charlotte and Donald Test Jr. Center at Vanderbilt Psychiatric Hospital opened in August 2019. This expanded the hospital's inpatient capacity from 92 to 106 with the addition of these new adult beds. The unit focuses primarily on voluntarily admitted patients in the early stage of a psychotic disorder and on patients who need the most comprehensive diagnostic clarity and close monitoring to find answers with a goal of establishing a supportive transition plan for sustained outpatient treatment. The unit has been modeled for continuity on the hospital's existing partial hospitalization program and the psychosis outpatient clinic to include higher-level coping skills, such as mindfulness and cognitive strategies for dealing with psychiatric symptoms. The team-based approach to treatment includes advanced psychotherapy, family-based therapy, medication management, pastoral care and supported education and employment.

Patient Transport Teams

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Children's Hospital supports three patient transport teams, serving primarily the Middle Tennessee region, but also capable of transporting from the entire state, Southern and Western KY and North Alabama. These include two Neonatal Transport Service teams and an additional Pediatric Transport Service team. Each service team provides subspecialty expertise and brings specialized care to the patient – contributing to overall improved outcomes. In addition, teams provide ongoing outreach education to the community hospitals and emergency medical services to surrounding counties.

Social Workers in Pediatric Emergency Department

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Monroe Carell Jr. Children's Hospital at Vanderbilt employs medical social workers in the inpatient, clinic, and emergency department settings to address the psychological, emotional, and resource needs of patients and families. In addition to other duties, social workers develop guidelines for transfers, facilitate communication across teams, and guide appropriate disposition for mental health services for children and adolescent patients.

Group Prenatal Care

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Women's Health is developing an innovative approach to group prenatal care that incorporates evidence-based practice with a personalized approach and bioinformatics. Group prenatal care has been shown to reduce preterm births in vulnerable populations and 97% of women report preferring this approach to traditional care. With this type of prenatal care, a group of women meet with a physician, nurse midwife or nurse practitioner in a larger room. Each group meets 10 times for 2 hours throughout pregnancy until their babies are born for routine prenatal care and extra education about health and pregnancy. Vanderbilt is building on this concept to develop a system that is more easily implemented in a variety of settings.

Vanderbilt Behavioral Health Intensive Outpatient Program (IOP)

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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VBH IOP provides services specific to emerging adults ages 18-26 who are struggling with significant mental health concerns. These services include a combination of therapies to help clients reach their goals.

Vanderbilt Behavioral Health Addiction Services

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Behavioral Health Addiction Services has contracted with the Tennessee Departments of Mental Health and Substance Abuse Services to serve as a treatment hub for opioid use disorder treatment services in Middle TN. Additionally, the opening of VUMC'S Bridge Clinic aims to provide comprehensive substance abuse disorder services to patients following hospital/ED discharges.

Vanderbilt Familiar Faces (VFF)

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Vanderbilt Familiar Faces (VFF) program is a team including many medical specialists who provide ongoing care for people with complex chronic conditions. These patients otherwise have relied on emergency care or repeated hospital stays.

We are familiar faces to them. We coordinate care with primary care and specialty physicians when and where that's possible; provide primary and urgent care in a dedicated clinic; and provide inpatient care in a dedicated unit if admission to the hospital is necessary. We create customized care plans addressing patients' environmental, behavioral, emotional, physical and functional needs. The goal is to improve patients' health and quality of life while reducing their need for stressful and expensive emergency care.

The best way to measure our impact is through improved health outcomes, decreased health care utilization, improved patient satisfaction and improved clinician experience. We measure this impact through ongoing qualitative and formative evaluation.

<i>VBH Adolescent Partial Hospitalization Program</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Vanderbilt Behavioral Health's Adolescent Partial Hospitalization Program is designed to provide comprehensive evaluation and treatment services for adolescents, ages 13 to 17, who are struggling with emotional, behavioral and social difficulties. The program provides intensive therapy and medication evaluation services weekdays from 8 a.m. to 2 p.m. in a warm, therapeutic environment that does not require an overnight stay. We work collaboratively to provide individualized care for each teen, while working with the family as integral members of our team. The goals of the program include reducing or eliminating self-harming behaviors, shortening or avoiding hospital stays, and improving coping skills.

<i>Vanderbilt Tuberculosis Center</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Vanderbilt Tuberculosis Center at VUMC provides physician consultation at the Tuberculosis clinic and the weekly case conference at the Lentz Public Health Center, managed by the Health Department of the Metro Government of Nashville and Davidson County. Consultation is provided for difficult cases, including patients co-infected with HIV and tuberculosis and patients with drug resistant TB, drug intolerability or difficult diagnoses. Along with keeping an active research portfolio, Center faculty provide consultation with community physicians to assist with diagnosis and treatment of patients with suspected or confirmed tuberculosis.

Pediatric Complex Care Team

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The pediatric complex care team at Children's Hospital handles care and coordination of care for children with severe complex medical conditions by supporting and supplementing the work being done by primary care physicians. Children with severe complex medical conditions take up almost half of children's hospital beds and have a larger than average impact on healthcare costs. In addition, the burden on families can be disproportionately high, with coordination between multiple sub-specialists a necessity for successful care.

Adult Complex Care Team

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Complex Care Team at VUAH serves as a resource for highly complex patients with both medical and social needs, who comprise 2% of the entire patient population. Its mission is to identify and support a population of vulnerable patients who are at high risk for readmission or poor outcome. This team is responsible for assessment of clinical conditions, addressing psychosocial challenges, eliminating financial barriers, developing a plan of care, and executing appropriate interventions. This team is composed of highly specialized individuals including physicians, nurse practitioners, pharmacists, registered nurses, social workers, financial counselors, discharge coordinators, ethicists, attorneys, consultants, an SSI/SSDI Outreach Action Recovery (SOAR) coordinator, and outreach workers. The team specializes in subpopulations of patients including: the homeless, the indigent, the undocumented, and patients with a previous criminal background.

Vanderbilt Program for LGBTQ Health

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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LGBTQ patients experience disparities in access to and quality of care, leading to preventable, adverse health outcomes including elevated risk for specific chronic diseases and increased rates of suicide and depression. The Vanderbilt Program for LGBTQ Health works to address these disparities, improve the health of LGBTQ patients, support education around LGBTQ Health, and foster research on the optimal ways to care for LGBTQ patients and families. Our Vanderbilt Program for LGBTQ Health connects patients with specially trained LGBTQ providers and helps ensure outstanding medical care in an atmosphere of compassion and respect. A number of services are offered through the program, including mental health, sexual and reproductive health, HIV care and PrEP, and more.

Vanderbilt Trans Buddy Program

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt's Trans Buddy program is the first of its kind in the U.S. Trans Buddy advocates help our LGBTQ patients navigate their medical care and improve their overall patient experience. The Trans Buddy program does not provide or influence medical services, financial assistance or other support services outside Vanderbilt University Medical Center. Trans Buddy advocates can help with:

- Scheduling primary care or clinic appointments
- Accessing emergency or acute care on an on-call basis
- Accessing gender-transition-related care, including cross-gender hormone therapy and gender-affirming surgical procedures.

Emergency Department Referral Service

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Emergency Department of VUAH offers referrals to local care providers, FQHCs, and safety net clinics for patients who come to the Emergency Department, do not need emergency medical care, and are uninsured or whose insurance does not cover their care at VUMC. Staff in the department collaborate with clinics to connect these patients to medical services offered by other community providers.

Inpatient Tobacco Treatment Service

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Vanderbilt Tobacco Treatment Service (TTS) is a clinical inpatient service that provides evidence-based care to tobacco users who are hospitalized. The TTS employs Certified Tobacco Treatment Specialists who proactively visit patients identified from the Electronic Health Record (EHR) as current or recently former smokers (quit within past month and at high risk of relapse). The TTS Specialists assess patients' tobacco use patterns and then counsel and recommend smoking cessation pharmacotherapy to manage nicotine withdrawal and promote long term cessation.

The TTS encounters approximately 1,500 unique tobacco users annually. Each patient receives evidence-based counseling and recommendations for FDA approved pharmacotherapy such as nicotine patch or varenicline (Chantix®). Approximately 1/3rd of these individuals were treated as part of our NCI-sponsored cancer prevention program (a moonshot initiative), and over 260 were recruited into clinical trials for smoking cessation which are ongoing.

Resources

<i>Tennessee Disability Pathfinder</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Tennessee Disability Pathfinder is a statewide clearinghouse of disability-related resources available on the web, which is in English and Spanish, and by phone, with multilingual staff (Spanish and English speaking currently). The VUMC Language Line is used for all other necessary language accommodations. The Tennessee Disability Pathfinder staff is dedicated to improving health among those with disabilities.

<i>Vanderbilt Center for Effective Health Communication</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Vanderbilt Center for Effective Health Communication (CEHC) focuses on health communication in research, education, and the community to promote greater health knowledge, more informed patient behaviors, and improved quality of care. The Center provides administrative support, research support, and pilot funding.

The Effective Health Communication (EHC) Core is a consulting group nested within the CEHC. The EHC Core provides fee-based consultation on multiple aspects of research/education related to health literacy, numeracy, cross-cultural communication, and mobile device or Internet-based communication. We work with groups within Vanderbilt and external.

Examples of Core Services Offered:

(1) Improving patient-facing materials:

- Improve layout and readability according to effective communication techniques
- Simplify text, tables, and figures to improve audience understanding
- Translate medical and research terms into lay language
- Create measures to assess understanding
- Improve informed consent and eConsent process

(2) Professional training opportunities:

- Provide training on health literacy and numeracy and the important role they play in health outcomes and patient understanding
- Facilitate applied training sessions to develop health communication skills for professionals and practitioners
- Disseminate best practices for informed consent and shared decision making

(3) Project design and evaluation guidance:

- Develop recruitment materials and survey measures
- Integrate health literacy and numeracy measures into research and analysis plans
- Improve study designs examining issues related to health communication

- Provide feedback on study aims and relevant sections of grant text and/or manuscripts

<i>Project SEARCH at VUMC</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Project SEARCH provides individuals living with disabilities with tuition free job training and educational, developmental, and employment opportunities within VUMC. The goal of Project SEARCH is to fill a business need with qualified individuals living with developmental disabilities. Once admitted into the program, individuals receive a package of services including:

1. Individualized job readiness training
2. Job coaching, as needed, through training and employment
3. Individualized career planning and job search
4. Training and ongoing support for parents/guardians
5. Travel training, such as utilizing public transportation or locating rideshare options
6. Assistance with resume writing and applicated processes

<i>Team Vanderbilt</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

VUMC sponsors many walks, runs, and rides to improve community well-being. Team Vanderbilt is an online repository that was created to combine all Vanderbilt-sponsored walks, runs and rides in one place to make participation easier.

Collaborations

<i>Community Health Improvement Team</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Community Health Improvement team works in collaboration with the community to address the needs identified in the CHNA process. The CHI team works with individuals, local health departments, non-profits, foundations and health system collaborators to build collaborative relationships, connect VUMC's resources to the community and build capacity to address the prioritized needs and ultimately improve community health. The CHI team also leads the Implementation Strategy Development Process (ISDP) to understand in more depth the perspective of specific populations, how their experiences align with the broad categories of needs that were identified in the CHNA, and what strategies will best address the needs of the community. The

CHI team convenes internal groups such as the VUMC Community Health Improvement Working Group and VUMC's CHNA / IS Advisory Committee to coordinate efforts focused on community health and link these to VUMC's population health priorities. In addition to local work on issues such as nutrition, childhood obesity and mental and emotional health, the CHI Team runs VUMC's Community Health Improvement website, supporting analysis and use of community health data.

Vanderbilt Office of Health Equity

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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OHE drives a strategic approach to health equity initiatives focused on community and population health, education and research across VUMC and in the community. The goal of the OHE is to support existing initiatives and develop new models to improve health outcomes for vulnerable populations in Nashville and beyond. To ensure that everyone has an opportunity to achieve and maintain optimal health, the OHE seeks to better understand and address health in individuals' social context. OHE enhances the collaborative and integrative VUMC health system that supports people everywhere to live their healthiest lives in healthy communities and enables everyone a fair opportunity to be healthy.

Community Health Improvement Mini-Grant Program

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Community Health Improvement Team mini-grant program supports innovative health improvement projects in Davidson, Rutherford and Williamson Counties. The projects supported through this program address at least one of the needs prioritized by the community in VUMC's Community Health Needs Assessment and target vulnerable and underserved population. The program supports community and faith-based organizations with 501(c)(3) status and accepts yearly applications to award up to two award recipients in each county.

The Community Health Improvement Team awarded five mini-grants during the first cycle of the program in 2018 and recently awarded five new mini-grants and one renewal in the 2019 cycle. Grantees are required to submit both mid-year (6-months) and final (12-month) reports that explain the success, challenges, evaluation, and sustainability of the projects throughout and beyond the 12-month grant period. Grantee success from the 2018 cycle is reflected through indicators such as the number of new referrals with positive success in the Community Health Worker program, the value of volunteer specialty care provided to uninsured patients in Rutherford county, and the quality of mental health training for first responders. For example, Siloam Health Clinic's Community Health Workers Program enrolled 47 new patients in the 2018 cycle.

Community Engaged Research Mini-Grant Program

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Small grants are available to support mutually beneficial, health-oriented research partnerships between community organizations and academic researchers. Projects focus on improving community health outcomes, increasing access to health care, enhancing the quality and effectiveness of health interventions, or informing health policy.

IMPH Office for Community Engagement

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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VUMC's Institute for Medical and Public Health Office for Community Engagement seeks to build sustainable, mutually beneficial academic-community research partnerships that focus on community health priorities and improve population health.

Vanderbilt Health Affiliated Network (VHAN)

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Vanderbilt Health Affiliated Network (VHAN) is an alliance of leading hospitals and clinicians who share a common vision of excellence in health care. The network enables health care providers of all kinds to be successful in delivering population health care by providing the capabilities, professional expertise, legal framework, IT and support resources that enable more cost-effective, coordinated patient care that is truly 'health' care, not 'sick' care.

Collaborative Relationships with Mental Health Advocacy Organizations

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Behavioral Health (VBH) has strong relationships with many mental health advocacy organizations across Tennessee, focused on fostering collaboration and patient and provider education throughout the community. These growing relationships enhance access and outreach for individuals and stakeholders across the community. VBH collaborates with organizations such as the National Alliance on Mental Illness (NAMI) through event sponsorships and support of the annual NAMI Walk, as well as providing monthly support groups and education series for the public. VBH also supports the work of Park Center in Nashville through collaboration and sponsorship of events. VBH works collaboratively with a number of groups including Mental

Health America of the Mid-South, Tennessee Department of Mental Health and Substance Abuse Services, Tennessee Association of Mental Health Organizations, Tennessee Hospital Association, Tennessee Suicide Prevention Network, Tennessee Department of Children's Services, Tennessee Department of Health, and more. Additionally, VBH works with Alignment Nashville on various behavioral health projects such as the annual Social and Emotional Learning conference and other key behavioral health initiatives. VBH also supports the development of strong mental health in children, while supporting the work of Tennessee Voices for Children. Key VBH leadership members serve on various boards for organizations including: Mental Health America of the Mid-South, Tennessee Voices for Children, NAMI Davidson County, Park Center, Faith Family Medical Clinic, and numerous other community task forces and coalitions.

Collaborative with Park Center

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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In collaboration with Park Center, a community-based non-profit which offers programs and services for persons with mental illness and substance abuse disorders, Vanderbilt Behavioral Health currently provides a bi-monthly foot clinic. Additionally, VBH is in the process of implementing a tutoring and lunch buddy program for Park Center clients and providing a health clinic.

Mid-South Practice Transformation Network

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Mid-South Practice Transformation Network (MSPTN) is a collaboration between the Vanderbilt Health Affiliated Network, Vanderbilt University Medical Center, and the Safety Net Consortium of Middle Tennessee. MSPTN engages community-based clinicians in the process of transformation with the overall goal of providing patients with higher quality care. In addition to helping practices improve clinical outcomes, it provides assistance with care coordination, patient and community stakeholder engagement to improve health care delivery and patient satisfaction, and enhanced interaction between practices and ancillary and community-based support services.

Recognizing practices must eventually become independent in their quality improvement (QI) efforts, Mid-South PTN also provides direct financial support for practices to enable their own staff to conduct transformation and QI activities that align with the PTN. Mid-South leverages the expertise of its diverse partnerships to offer infrastructure support to help with care coordination, assessment, and benchmarking of quality outcomes, informatics expertise to expand data collection and analysis, assistance with patient and community stakeholder engagement to improve healthcare delivery and patient satisfaction, enhanced interaction between practices and ancillary services, and guidance on graduating into shared savings opportunities.

Mid-South PTN tracks its impact through a number of clinical and financial metrics such as reduced hospitalizations, reduced emergency department visits, increased flu vaccinations, increase in shared decision making for patients, better self-management, and patient engagement.

Nashville Collaborative

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Nashville Collaborative is a community-academic partnership to develop and test programs to measurably reduce pediatric obesity in the community.

Vanderbilt Behavioral Health Patient and Family Advisory Council

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Behavioral Health has established a Patient and Family Advisory Council. This important group of individuals will help to ensure that the needs of the community are understood and that we, as a mental health system, are addressing issues as they arise.

VUAH Patient and Family Advisory Council

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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VUAH supports a Patient and Family Advisory Council, which plays an important role in communicating patient recommendations to VUAH leadership. After the advisory council publishes their recommendations, VUAH leadership may then implement policies and procedures in consideration of these recommendations which provide patients with a higher quality of care and service.

Children's Hospital Advisory Council

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Children's Hospital supports a Family Advisory Council, which includes parents and hospital staff who identify family concerns and priorities, promote family-centered care, offer input in planning programs and policies, an create education and support resources for families and health care providers. Joining the Family Advisory Council is one way to help improve the quality of care and services for all children and their families. The Council provides families with an opportunity to make a significant impact. Members of the Council play an important role in sharing patient recommendations to hospital leaders. In addition, the Children's Hospital supports

a Pediatric Advisory Council (PAC), consisting mostly of teens with either inpatient or outpatient experiences. Finally, there are additional sub-councils for the NICU and Pediatric Primary Care.

<i>Pediatric Trauma Injury Prevention Program</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Injury Prevention Program strives to reduce unintentional injuries among children and to promote safe behaviors in the community by collaborating at the local, state, and national levels to endorse programs and policies that protect children. The program offers a wide variety of initiatives that focus on child passenger safety, home safety, ATV safety, teen driver safety and many others. The program is also the lead in Safe Kids Cumberland Valley. Safe Kids Cumberland Valley includes representatives of public safety, children's health agencies, public policy servants, community organizations, businesses and community members who work together to keep kids safe across 41 counties in Middle Tennessee. The program also provides injury prevention education to patient families that are admitted to the hospital.

<i>Meharry Vanderbilt Alliance (MVA)</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Meharry-Vanderbilt Alliance (MVA) is supported by VUMC and Meharry Medical College and focuses on three areas: Research, Inter-professional Education and Community Engagement. MVA supports a multitude of community-engaged initiatives focused on various health issues and populations such as faith leaders, safety net providers and engagement of stakeholders in research. MVA develops programs to advance health equity and improve the delivery and outcomes of care for disadvantaged populations. The MVA currently convenes the Safety Net Consortium of Middle Tennessee of safety net providers and community organizations. The SNCMT has various working groups including one focused on improving diabetes management for vulnerable populations.

<i>Project ADAM Middle Tennessee</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Project ADAM is a non-profit community outreach program funded by Monroe Carell Jr. Children's Hospital at Vanderbilt. Project ADAM works with schools to help them prepare for a cardiac emergency on their campuses. Project ADAM teaches CPR, AED use and help them create and practice emergency response plans and also helps schools run the state mandated annual CPR and AED drill. Project ADAM measures impact through the growing number of Heart Safe

Schools designations in each school year, the number of new school partners, and the number of individuals who were trained in CPR and AED use.

<i>Prevention of Child Abuse and Neglect</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Children's Hospital works collaboratively with community-based organizations to prevent and identify child abuse and neglect. These activities include awareness campaigns such as Child Abuse Awareness Month and a program to prevent Shaken Baby Syndrome with Prevent Child Abuse Tennessee. Members of the Center for Child Protection & Well-Being work in close collaboration and attend frequent meetings regarding child abuse recognition and prevention with the Department of Children's Services, law enforcement agencies, child advocacy centers, and attorneys.

<i>Collaboration with Renewal House</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Vanderbilt Behavioral Health staff provide psychoeducational groups for the residents at Renewal House in Nashville monthly. Renewal House is a residential recovery program for addicted women and their children. The content is focused on topics such as women's issues, addiction, coping skills, parenting skills, pregnancy, and more. Staff also provides education for their staff as well as TB skin testing.

<i>Collaboration with Room in The Inn</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Members of Vanderbilt Behavioral Health staff previously provided psychoeducational groups for the female residents at Room at the Inn in Nashville - a local non-profit providing resources, services, and shelter to individuals experiencing homelessness. These groups occurred two times a month October through March each year and focused on issues related to mental health, substance abuse, coping skills, matters related to homelessness, etc. Current efforts include staff providing foot clinics for patients once a month. Quarterly, VBH resident psychiatrists hold an additional foot clinic, allowing patients to also address their mental health concerns.

Support for Community Organizations at Stallworth

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Community organizations are supported through sponsorships of events by Stallworth Rehabilitation Hospital, including: Arthritis Foundation, Shoot for the Future, Harold Jobe Bernard Stroke and Neurosciences Stroke Symposium, and American Stroke Association. The events provide stroke screenings and education to the community about rehabilitation and other specific services.

Rooted Community Health

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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As a part of VUMC's Center for Biomedical Ethics and Society, Rooted Community Health works to engage stakeholders across Vanderbilt and the community in service to ecological sustainability, health promotion and human flourishing, and an ethically responsible understanding of our interdependency through the vision of population health. This mission is accomplished through programming, education, and research. Through senior administrative support and collaboration with VUMC Human Resources, the Growing Good Health program is administered, connecting VUMC employees with community supported agriculture programs. Employees earning less than \$30,000 receive a fully subsidized share and all other employees receive a 15% discount. Additionally, kitchen classes are offered through the Rooted Community Health program to help VUMC employees increase their knowledge and skills to encourage positive health behaviors. The program also plans to create a Food Security Resource Center, which will make food access resources widely available to care providers and patients throughout VUMC. Members of the Rooted Community Health program serve as preceptors for The Vanderbilt Dietetic Internship Program. Rooted Community Health also maintains the VUMC Garden of Hope, a community garden on the VUMC campus.

VUMC Farmers' Market

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Nashville Farmers' Market at VUMC is generally held on campus during summer and fall months. The market is located on the Medical Center plaza near Eskind Library and facilitates access to healthy food. Students, staff, and members of the public are encouraged to come by and shop for the local fruits and vegetables, dairy products such as goat cheese, milk and yogurt, grass-fed beef, free-range chicken, honey flowers, and more. Cash is accepted at all vendors, while credit

cards are also accepted at some. The VUMC Farmers’ Market is a collaboration between Health Plus and Nashville Farmers’ Market.

Other Clinical and Collaborative Initiatives

<i>Vanderbilt Institute for Global Health</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

While the primary focus of the Vanderbilt Institute for Global Health (VIGH) is international in scope, local issues related to the health and well-being of Nashville's 'at risk' populations remain a core concern. VIGH engages graduate students from medicine and public health in Nashville community projects through project-based curriculum, field experience and research. These students work with institutions such the Nashville Mission, Siloam Family Health, Catholic Charities and The Healing Trust to conduct needs assessments, program evaluations, organizational analyses, or other projects focused on community-identified needs. These academic and service initiatives center on improving the quality of life for vulnerable populations in the community.

<i>Office of Inclusion and Health Equity</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Office of Inclusion and Health Equity (OIHE) was established at Children's Hospital to promote inclusion and equity for all children and families who receive care at Children's Hospital and Clinics. The goal is to create a centralized infrastructure to meet cultural competency education and training needs of VUMC faculty and staff. To better serve, we have expanded program efforts medical center-wide to include the adult hospital enterprise. Additionally, we have expanded our education and training curriculum to include additional courses in unconscious bias, quality interaction, and respect at work. Four initiatives drive OIHE. Those include workforce development, ongoing evaluation and improvement, expansion of activities, and research.

- 1. Workforce development:** To ensure that VUMC faculty and staff are empowered to provide culturally competent care through education and training.
- 2. Ongoing evaluation and improvement:** To evaluate and improve patient satisfaction through cross-cultural communication.
- 3. Expansion of activities:** To expand inclusion and health equity by developing and implementing strategic planning, programs and initiatives.

4. **Research:** Serve as a research base for the identification and elimination of racial and ethnic health disparities.

<i>Go for the Gold!</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

VUMC’s award-winning Go for the Gold program is a comprehensive health promotion program designed to help faculty and staff and their families lead healthier and more productive lives by identifying health risks and taking action to reduce those risks. A wellness credit is available to faculty and staff paying for VUMC Health Plan benefits. As one of the largest employers in the area, this program touches many individuals who also receive their care with us.

<i>Vanderbilt Center for Child Health Policy</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Vanderbilt Center for Child Health Policy is a multidisciplinary Center comprised of interdisciplinary teams with expertise in neonatology, pediatrics, obstetrics, health policy, biostatistics, economics, implementation science and public health from across Vanderbilt University and Medical Center. They focus on improving the well-being of children through rigorous research, workforce development and public engagement to transform clinical care and public health policy.

<i>Medication Access Program</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Medication Access Program exists to assist patients experiencing financial hardship in obtaining prescription medications and related supplies to meet patient needs, improve clinical outcomes through better medication adherence, and enhance quality of life.

<i>Flulapalooza</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Flulapalooza is an annual event that provides free flu vaccines to all VUMC employees and Vanderbilt University students.

Advise Vanderbilt

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Advise Vanderbilt is an online platform which allows VUMC patients, family of patients, and community members to provide feedback and ideas that might help VUMC provide better care to the communities VUMC serves. With more than 5,000 members, Advise Vanderbilt members' feedback may be used to develop new services, consider new locations, and help improve the patient experience.

Vanderbilt Kennedy Center for Excellence in Developmental Disabilities

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Vanderbilt Kennedy Center for Excellence in Developmental Disabilities provides a wide range of research, training and services to individuals with developmental disabilities, including support for education, early intervention, employment, health and mental health, and quality of life. The Center is also a key partner of the Tennessee Developmental Disabilities Network. In addition, the Vanderbilt Kennedy Center houses the Treatment and Research Institute for Autism Spectrum Disorders (TRIAD). TRIAD offers training, assessment and treatment services for children and young adults with ASD, support for parents, and training to school personnel, community professionals and pediatric care providers.

Treatment and Research Institute for Autism Spectrum Disorders (TRIAD)

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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TRIAD is an institute with a goal to improve assessment and treatment services for children with autism spectrum disorder (ASD) and their families, while advancing knowledge and training. TRIAD has multiple outreach projects including a Community Engagement Program, a Families First Outreach Program, and other activities. TRIAD implements both qualitative and quantitative evaluations to measure its impact.

Center for Excellence in Sickle Cell

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt-Meharry-Matthew Walker Center of Excellence in Sickle Cell Disease provides a medical home for underserved children, adolescents and adults with sickle cell disease and children with asthma at Matthew Walker Comprehensive Medical Center (a federal qualified health center). Medical care includes subspecialty sickle cell disease and asthma care in a community health center. We provide a full pulmonary function test laboratory where lung assessments are given to low-income children and adults who otherwise would not have access to this resource in a community health center. Community providers, pediatricians and internists are equal collaborators in the management of children and adults with chronic diseases. We are expanding our efforts to other federal qualified health centers in the Nashville Metropolitan area. The Center is funded by the Junior League of Nashville.

Regional Perinatal Center

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Children's Hospital serves as a Regional Perinatal Center, one of five in the State of Tennessee. As such, we have educational agreements with approximately 45 community hospitals to provide education in neonatal resuscitation and stabilization, site visits for consultations on equipment and facilities, and outreach education seminars for community providers regarding strategies to improve neonatal and infant outcomes. The program sponsored by Children's Hospital impacts the safety and health of neonates across the state. One of the services provided is the NICU neurodevelopmental follow-up clinic established to follow high risk infants following NICU discharge. This is a non-billing clinic supported by the Department of Pediatrics and Children's Hospital.

Health Literacy Initiatives

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Children's Hospital has multiple activities to help parents and caregivers improve the health and safety of their children. These include Health Literacy Initiatives aimed at families, including Jo's Reach Out and Read Book Club (JROR) which distributes 4,000 books to patients each year; and the Family Resource Center, which give parents tools to improve language and literacy development in their preschool children; Smart Starts, which provides safety, wellness and health literacy education for preschool age children; and a partnership with the Nashville Public Library

to develop a program for early learning, parental literacy, and parental advocacy for children in the school system.

<i>Nashville Interfaith Dental Clinic</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

VUMC oral surgery faculty and residents provide oral surgical services at the Nashville Interfaith Dental Clinic, a comprehensive dental service for middle Tennessee's indigent workers, staffed by volunteer faculty. The Nashville Interfaith Dental Clinic aims to create a healthier community by providing transformational oral health care for those experiencing poverty.

The market value of surgical service provided at the IFDC have increased 4-fold since 2014. The number of surgical visits has doubled since 2014.

<i>School-Based Mental Health Services</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

VUMC provides evidence-based mental health treatment in school-based clinics across Davidson County. VUMC recognizes that many youths with mental health needs do not access needed care, and for those that do, schools have increasingly become the main site for the provision of treatment. School based services consistently serve youth and families who may be unable to participate in traditional clinic-based care. Services provided include individual, family and group therapy for individuals enrolled in TennCare, provided by master's level or licensed clinicians. In addition, psychiatric services including medication assessment and management are provided by Child and Adolescent Psychiatry fellows and a Nurse Practitioner. In the 2018-2019 academic year, VUMC had 27 full time clinicians serving nearly 900 children and families in 34 elementary and middle school sites across Davidson County, including 5 charter schools.

<i>Street Medicine Program</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

This service partners with several local non-profits to provide psychiatric outreach and assessment services, as well as extended services such as receipt of ID's, birth certificates, obtainment of housing, and application for disability benefits to the homeless. We see individuals wherever they are; at a shelter, fast food restaurant, under a bridge, or at a campsite. The Street Medicine program goal is to provide comprehensive psychiatric services and basic medical care to the unsheltered homeless at point of contact on the street and teach community outreach through

this unique consultative model. Additionally, a full-time homeless navigator is responsible for obtaining permanent housing for this population

<i>Family Resource Center</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Vanderbilt's Junior League Family Resource Center, free and open to the public, is a place to get information about a child's medical condition or disability. Services include a family health library and family business center.

<i>My Southern Health at Vanderbilt</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Through MySouthernHealth.com, VUMC experts offer insight on health, wellness, parenting and more. Patients and community members can connect to this content on Facebook, Twitter, Instagram, or Pinterest.

VICC Community Outreach and Engagement

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Vanderbilt Ingram Cancer Center's (VICC) Office of Community Outreach and Engagement provides cancer patient education, advocacy, and community outreach and wellness activities to empower health care consumers to make informed decisions about their cancer care. The VICC's community engagement initiatives focus on educating the public/targeted communities on cancer prevention, risk reduction and early detection messages. Examples of VICC programs include:

- A) Oral, Head and Neck Cancer Awareness Week, in collaboration with the Department of Otolaryngology, which conducts annual oral screenings.
- B) Sponsored runs/walks in collaboration with the Pancreatic Cancer Action Network, Leukemia/Lymphoma Society, National Brain Tumor Society, CureSearch, Susan G. Komen, Bladder Cancer Action Network and LUNgevity Foundation to raise support and awareness. In addition, VICC works to mobilize 'Team Vanderbilt' teams to be involved in the events.
- C) Collaboration with the VUMC Office of Corporate Relations to provide employee health fairs for several large employers in the area, including information on clinical trials, cancer prevention and risk reduction, smoking cessation, cancer screening and early detection, physical activity and healthy weight.
- D) To improve community access to the highest quality cancer care, the Vanderbilt-Ingram Cancer Center provides services to patients in the outlying counties. This also permits other institutions to access VICC's clinical trials for their patient populations, thereby allowing participation in research in the community setting, Vanderbilt-Ingram Cancer Center, and other VUMC affiliations that provide cancer care, research and quality improvement.

Additional VICC Community Engagement initiatives include:

- E) **Patient and Family Centered Care:** The VICC strives to address and treat the physical, emotional and practical needs of cancer patients and their caregivers through educational and support programs and services. Patient and family-centered care services include: social work; supportive care clinic; lodging coordination; financial counseling; music therapy; pet therapy; volunteers; patient education and cancer wellness initiatives.
- F) **Reducing Cancer Health Disparities:** The VICC offers many services and programs seeking to reduce the disparities in Cancer outcomes, including community engagement efforts throughout Tennessee, northern Alabama and southwest Kentucky.
- G) **Patient Advocacy:** The VICC supports a number of patient advocacy programs, including; *The Research Advocacy Program*, which is made up of cancer survivors and caregivers who help bring the best science to those who are affected by cancer.

Support Groups for Patients and Caregivers at Stallworth

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Stallworth Rehabilitation Hospital offers numerous support groups for patients and caregivers focused on specific medical conditions which include monthly speakers, networking opportunities for information and emotional support. Support groups include:

- Stroke Support Group
- Injury Support Group
- Brain Injury Support Group
- Amputee Support Group
- VAD (Ventricular Assistive Device) Support Group.

Trauma Survivors Network Collaboration with Stallworth

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Stallworth Rehabilitation Hospital collaborates closely with and supports the Trauma Survivors Network at Vanderbilt, which provides a host of free resources to help patients and families cope with the challenges of trauma recovery.

Spinal Cord Injury Peer Mentor Program at Stallworth

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Stallworth Rehabilitation Hospital runs a peer mentor program to assist patients who are recovering from traumatic injury and to support them as they make significant life changes after leaving the hospital. The program includes training for peer mentor volunteers.

Housing Evaluation at Stallworth

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Vanderbilt Stallworth Rehabilitation Hospital assists patients with a housing evaluation questionnaire to help assess home-readiness after a traumatic injury. In order to ensure a safe transition from the hospital back to the home, Stallworth staff will help assess the needs of a patient and what alterations - such as adding ramps or widening door frames - might be necessary to assure

the patient is able to go home safely. When necessary, Stallworth staff connect patients with community resources to assist in the transition.

Education and Training

<i>CHAMP Educational Boards</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

CHAMP Educational Boards provide tools to supplement anticipatory guidance given by community pediatrician or family practice physicians on topics ranging from nutrition to car seat safety, to preventing television tip overs. More than 130 community practices and clinics in 42 Middle Tennessee counties receive Champ Board materials 3-4 times per year that include take home cards and a waiting room poster targeted to adults as well as a child-focused activity sheet. All materials are offered in Spanish and English.

<i>Community Pediatrician and Family Practice Office Preparedness</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The goal of this program is to train both providers and office personnel to respond to in-office emergencies, familiarizing themselves with equipment and supplies not frequently utilized, and stabilize the patient until local EMS arrives.

<i>Comprehensive Regional Pediatric Center (CRPC)</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Comprehensive Regional Pediatric Center (CRPC) serves as one of four CRPCs in the State of Tennessee. As such, the Children's Hospital team is responsible for modeling safety and injury prevention practices for regional hospitals and emergency medical services (EMS) agencies throughout the state. As a CRPC, Children's Hospital has educational agreements with approximately 48 community hospitals and 68 EMS agencies to provide pediatric education and injury prevention. We also share injury prevention programs with other CRPC hospitals, adult trauma centers, and the Tennessee Department of Health Injury Prevention Task Force.

Community Engaged Research Training

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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Training resources developed by the Community Engaged Research Core are available for researchers, research trainees and community interested in developing academic-community research partnerships that address a range of health issues.

Diabetes Self-Management Education Program

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Vanderbilt Diabetes Center provides the Self-Management Education Program (DSME) to help people with newly diagnosed and a long-term history of diabetes better manage their condition. The ADA recognized program is offered in Davidson and Williamson Counties. Led by certified diabetes educators, DSME services include individualized sessions and group classes to educate and support persons about their diabetes and how to choose and use technology to manage their care. Our services have expanded to include offering a complete range of diabetes-related technologies, - such as insulin pumps and continuous glucose monitoring (CGM) systems.

Impacts of the program are measured through improved health among diabetes patients, behavior change and clinical satisfaction outcomes. All outcomes are evidence based and measure pre and post DSME programming.

VBH / VHAN Pediatric Consult Program

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The VBH/VHAN Pediatric Consult Program is a state-wide program providing real-time assistance to pediatric providers specific to mental health interventions and recommendations. Resources, appropriate safety recommendations, and treatment options are also provided by the Pediatric Consult Line. This service is provided through a collaborative arrangement with VHAN and VBH.

Vanderbilt Center for Professional Health

Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education
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The Vanderbilt Center for Professional Health at VUMC (CPH) was organized in 1998 to address the issues of physician health at VUMC and within the larger physician community. CPH's

mission is to provide education and training to physicians and other healthcare professionals and to promote professionalism and professional health and wellness. The Center supports the wellness of healthcare providers and their patients through two major initiatives: CME approved professional development programs (PDP) and the Faculty Physician Wellness Committee (FPWC). Each PDP offers participants remediation focused training and education to promote physician wellness, understanding of the professions' rules and guidelines, and professional behaviors. The FPWC implements programs aimed at the prevention and early identification of stress, burnout, and impairment in physicians and other healthcare providers through promoting wellness, resiliency, stress management, burnout prevention and risk reduction for substance use disorders. CPH collaborates with regulatory boards, state physician health programs (SPHP), academic health centers, and other community resources. Educational programs reach providers throughout the community, region, state and nation.

<i>Play Nicely</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Play Nicely is a 50-minute multimedia program offered by the Children's Hospital that teaches healthy options to discipline young children. The Community Health Improvement Team has distributed 168 Play Nicely Books to community organizations in Rutherford and Williamson Counties such as non-profits, school districts, coalitions, and United Way. This includes books in three (3) languages - English (138), Spanish (28), and Arabic (2).

<i>Tennessee Initiative for Perinatal Quality Care (TIPQC)</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

TIPQC promotes system changes by provider organizations to increase use of evidence based clinical practices for newborns, infants, prenatal and postnatal patients, and families. Children's Hospital supports this statewide effort, which seeks to improve health outcomes for mothers and infants in Tennessee by engaging key stakeholders in a perinatal quality collaborative that will identify opportunities to optimize birth outcomes and implement data-driven provider- and community-based performance improvement initiatives.

<i>Vanderbilt Kennedy Center – IDD Toolkit Project</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

The Vanderbilt Kennedy Center's 'Intellectual and Developmental Disability' (IDD) toolkit includes a number of preventive tools to use for adults with IDD, including a website, an Autism

Health Watch Table, fillable forms, an Advisory Committee of US Physicians and other Stakeholders, and many additional resources for US Providers and families with members who have IDD. The project also includes an on-line training series on the VUMC 'Continuing Medical Education' (CME) website, a family and provider training component on the Vanderbilt Kennedy Center website, and previously held telehealth Grand Round Series. The goal is that virtually every US primary care provider will have electronic access to best practice tools, and thus will enable each physician to more readily serve adults with intellectual or other developmental disabilities.

<i>Monthly Grand Rounds at Stallworth</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Vanderbilt Stallworth Rehabilitation Hospital provides Monthly Grand Rounds for the medical community to discuss topics that have an impact on rehabilitation and post-acute care. Grand Rounds programs are open to any member of the medical community with a practice focused on rehabilitation and post-acute care services. Recent grand round topics have included Lower Limb Amputee Walking Performance, ICU Survivorship, and Mirror Therapy for Neurologic and Orthopedic Problems among many other subjects.

<i>Case Manager and Discharge Planner Training at Stallworth</i>			
Mental Health and Substance Abuse	Access to Resources and Services	Basic Needs/ Social Determinants of Health	Prevention and Education

Vanderbilt Stallworth Rehabilitation Hospital provides training for case managers and discharge planners from hospitals and other health care facilities in the region that refer patients to Vanderbilt Stallworth Rehabilitation Hospital.

VUMC: Evaluation / Anticipated Impact

In the following section, VUMC outlines the anticipated impact and key metrics that will be used to evaluate the effectiveness of VUMC programs in meeting the needs prioritized by the community. These metrics will be further operationalized as part of the strategic planning process for each priority health need mentioned above.

Priority Health Need: Mental Health and Substance Abuse

- **Goal:** Improve mental health and substance abuse related issues through prevention, treatment, and support
- **Anticipated Impact:**
 - Expand internal and external collaboration to address youth behavioral health through data review and data sharing (i.e. internal behavioral health team)
 - Support community organizations such as ACE Nashville and the anti-drug coalitions in Rutherford and Williamson counties
 - Support local priorities and community health improvement plans established by the health and wellness councils in the geographic target areas.
 - Develop a VUMC Health Equity Impact Plan focused on Mental Health and Substance Abuse that includes objectives, strategies, and specific measures.

Priority Health Need: Access to Resources and Services

- **Goal:** Improve access to resources and services that support health and well-being for community members
- **Anticipated Impact:**
 - Increase use of VUMC Disability Pathfinder and the Faith and Health Collaborative Resource Guide
 - Increase awareness surrounding the available resources among patients and community members
 - Improve coordination of internal and external resources to ease navigation for community members
 - Support local priorities and community health improvement plans established by the health and wellness councils in the geographic target areas
 - Develop a VUMC Health Equity Impact Plan for Access to Resources and Services that includes objectives, strategies, tactics and specific measures.
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Priority Health Need: Basic Needs and Social Determinants of Health

- **Goal:** Strengthen collaborations to support resources that meet basic needs and address social determinants of health for vulnerable populations
- **Anticipated Impact:**
 - Increase health equity trainings conducted with community organizations, businesses, elected officials and others

- Improve coordination of internal and external resources to ease navigation for community members
- Increase capacity among emergent organizations led by people of color who are serving those most in need
- Participate in community coalitions such as NOAH’s “Affordable Housing” and “Economic Equity” taskforces
- Support local priorities and community health improvement plans established by the health and wellness councils in the geographic target areas.
- Develop a VUMC Health Equity Impact Plan focused on addressing Basic Needs and Social Determinants of Health that includes objectives, strategies and specific measures.

Priority Health Need: Prevention and Education

- **Goal:** Improve support for preventive health services and preventive health behaviors
- **Anticipated Impact:**
 - Increase number of Play Nicely books distributed to community organizations
 - Support community health education and prevention projects such as the SNCMT Diabetes Improvement Project
 - Support local priorities and community health improvement plans established by the health and wellness councils in the geographic target areas.
 - Develop a VUMC Health Equity Impact Plan focused on addressing Prevention and Education that includes objectives, strategies and specific measures.

Plan to Evaluate Impact

Key metrics will be evaluated annually by VUMC’s Community Health Improvement Working Group using program specific data. As needed, the Working Group will review publicly available data and other relevant data sources that provide a window in to VUMC’s success in meeting the prioritized needs. Publicly available data will be tracked and mapped using tools such as VUMC’s Community Health Improvement website and the website HealthNashville.org, with a focus on health disparities, and the needs of the uninsured, low-income, and minority populations. On-going initiatives and programs will also be updated using the Health Equity Inventory.