

Select Specialty Hospital - Nashville

**Implementation Strategy for the 2024 CHNA
Davidson and Williamson Counties, Tennessee**



Ascension



The purpose of this Implementation Strategy (IS) is to describe how the hospital plans to address prioritized health needs from its current Community Health Needs Assessment (CHNA). The significant health needs the hospital does not intend to address are identified, and a rationale is provided. Special attention has been given to the needs of individuals and communities at increased risk for poor health outcomes or experiencing social factors that place them at risk.

Hospital Legal Name: Select Specialty Hospital - Nashville, LLC (Select Specialty Hospital—Nashville)

Hospital Address: 2000 Hayes Street, Suite 1502, Nashville, TN 37203

Hospital Website: [Select Specialty Hospital - Nashville](https://selectspecialtyhospital.com)

Hospital Phone: (615) 284-4599

Hospital EIN: 25-1813119

The 2024 Implementation Strategy (IS) was adopted by the Select Specialty Hospital—Nashville on September 4, 2025 (2024 tax year) and by the Ascension Saint Thomas Board of Directors on October 24, 2025 (2024 tax year) and applies to the following three-year cycle: July 1, 2025 to June 30, 2028. This report, as well as the previous report, can be found on Ascension’s public website.

We value the community's voice and welcome feedback on this report. Please visit our public website (<https://healthcare.ascension.org/chna>) to submit your comments.



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Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to impoverished and vulnerable persons.

About Ascension

Ascension is one of the nation's leading non-profit and Catholic health systems, with a Mission of delivering compassionate, personalized care to all with special attention to those most vulnerable. In FY2024, Ascension provided \$2.1 billion in care of persons living in poverty and other community benefit programs. Across 16 states and the District of Columbia, Ascension's network encompasses approximately 106,000 associates, 26,000 aligned providers, 105 wholly owned or consolidated hospitals, and 34 senior living facilities. Additionally, through strategic partnerships, Ascension holds an ownership interest in 26 other hospitals.

Ascension's Mission provides a strong framework and guidance for the work done to meet the needs of communities across the US. It is foundational to transform healthcare and express priorities when providing care and services, particularly to those most in need.

Mission: Rooted in the loving ministry of Jesus as healer, we commit ourselves to serving all persons with special attention to those who are poor and vulnerable. Our Catholic health ministry is dedicated to spiritually-centered, holistic care which sustains and improves the health of individuals and communities. We are advocates for a compassionate and just society through our actions and our words.

For more information about Ascension, visit <https://www.ascension.org/>.

Ascension Saint Thomas

Ascension Saint Thomas is a leading health care system with a 125-year history of providing care to the community, and is the only faith-based, non profit health system in Middle Tennessee. Today, the health system offers a highly comprehensive system of care, with more than 320 sites of care that cover a 45-county area in Tennessee consisting of 18 hospitals and a network of affiliated joint ventures, medical practices, clinics and specialty facilities. Across the state, Ascension Saint Thomas and its partner organizations employ more than 13,000 dedicated associates who care for millions of patients each year.

Select Specialty Hospital—Nashville

Select Specialty Hospital - Nashville in Nashville, Tennessee is a 70-bed, free-standing critical illness recovery hospital. Select Specialty Hospital—Nashville, LLC operates a 30-bed critical illness recovery hospital in Ascension Saint Thomas Hospital West known as Select Specialty Hospital—Nashville West.



Select Specialty Hospital—Nashville specializes in helping critically ill patients breathe, speak, eat, walk and think as independently as possible.

Select Medical is one of the largest operators of critical illness recovery hospitals, rehabilitation hospitals, outpatient rehabilitation clinics and occupational health centers in the United States. As of December 31, 2024, Select Medical operated 104 critical illness recovery hospitals in 29 states, 35 rehabilitation hospitals in 14 states, and 1,914 outpatient rehabilitation clinics in 39 states and the District of Columbia.

For more information about Select Specialty Hospital - Nashville, visit [Select Specialty Hospital - Nashville](#)

Overview of the Implementation Strategy

Needs Prioritization

Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA), requires all not-for-profit hospitals to conduct a Community Health Needs Assessment (CHNA) and adopt an implementation strategy every three years. Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA. Accordingly, Select Specialty Hospital - Nashville used a phased prioritization approach to identify the needs of Davidson and Williamson Counties. The first step was to determine the broader set of community identified needs. The CHNA assessment narrowed identified needs to a group of needs determined most crucial for community stakeholders to address.

Select Specialty Hospital - Nashville identified additional criteria to prioritize the significant needs including:

- Policy Impact: Will community stakeholders support work on this issue?
- Cost-Benefit: Are there policies or practices that affect inequities that could be addressed?
- Influence: Can community stakeholders address the issue?
- Opportunity: Are there others doing work in the community that can be leveraged?
- Resources: Can the community access the resources (money, time, people, expertise) needed to address this issue?

Davidson County

After completing the CHNA, community significant needs were further narrowed down to community prioritized needs that the hospital will address within the Implementation Strategy (IS). To arrive at the community prioritized needs, for Davidson County, Select Specialty Hospital - Nashville collaborated with Nashville Health & Wellbeing Leadership Council, Metro Nashville Public Health Department (MPHD), and Metro Social Services of Nashville and Davidson County (MSS), to facilitate a discussion



during a Nashville Health & Wellbeing Leadership Council meeting on September 17, 2024 to prioritize the top needs in the community.

The needs listed below were voted as top priority needs by the community key stakeholders in Davidson County.

- Awareness and navigation of community resources
- Economic opportunity and job skill development
- Food Access/ Food Insecurity
- Housing
- Equity (a cross-cutting need)

Williamson County

After completing the CHNA, community significant needs were further narrowed down to community prioritized needs that the hospital will address within the Implementation Strategy (IS). To arrive at the community prioritized needs, for Williamson County, Select Specialty Hospital - Nashville collaborated with the Williamson County Health Department, Williamson County Health Council to facilitate a discussion during a Williamson County Health Council meeting on August 14, 2024 to prioritize the top needs in the community.

The needs listed below were voted as top priority needs by the community key stakeholders in Williamson County.

- Attainable Housing
- Health Promotion (Chronic Disease Prevention) through Built Environment
- Mental Health
- Substance Use (opioids, tobacco, and prescription medication)

Needs That Will Be Addressed

The following applies to both Davidson and Williamson counties. During the Implementation Strategy (IS) brainstorming phase, Ascension Saint Thomas Hospitals, Community Benefit and leaders agreed to a collective impact model toward addressing needs that appeared in multiple counties. This model is an effort to allocate resources in ways that can more meaningfully impact priority areas. Select Specialty Hospital - Nashville has selected the community prioritized needs outlined below for its 2024 Implementation Strategy (IS). Ascension has defined "community prioritized needs" as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle:

- **Access to Care** - This need was selected because Access to Care is in alignment with the organizational strengths and priorities, was identified as a top priority by most Ascension Tennessee Hospitals and voted as a top priority need by the Nashville Health and Well-being Council and Williamson County Health Council.



- **Mental Health** - This need was selected because Mental Health is in alignment with the organizational strengths and priorities, was identified as a top priority by most Ascension Tennessee Hospitals and voted as a top priority need by the Nashville Health and Well-being Council and Williamson County Health Council.
- **Substance Misuse** - This need was selected because Substance Misuse is in alignment with the organizational strengths and priorities, was identified as a top priority by most Ascension Tennessee Hospitals and voted as a top priority need by the Nashville Health and Well-being Council and Williamson County Health Council.

Needs That Will Not Be Addressed

Select Specialty Hospital - Nashville will be addressing all community prioritized health needs listed above.

Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this Implementation Strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.



Approval and Adoption of the IS by Select Speciality Hospital—Nashville Board of Directors

To ensure the Select Specialty Hospital - Nashville's efforts meet the needs of the community and have a lasting and meaningful impact, the 2024 Implementation Strategy (IS) was presented and adopted by the Select Specialty Hospital—Nashville Board of Directors on September 4, 2025 (2024 tax year) and by the Ascension Saint Thomas Board of Directors on October 24, 2025 (2024 tax year). Although an authorized body of the hospital must adopt the IS to be compliant with the provisions of the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Action Plans

The Implementation Strategy (IS) below is based on community prioritized needs from the hospital's most recent Community Health Needs Assessment (CHNA). These strategies and action plans represent where the hospital will focus its efforts over the next three years.

Strategy: Build a Bridge Between Communities and Healthcare	
Prioritized Health Need: Access to Care	
Collaborators • Ascension Saint Thomas Hospitals • Community Partners • Government Agencies • Providers	
Resources • Time • Talent • Dollars	
ACTION STEPS	ROLE/OWNER
1. Identify, recommend and/or implement actions/interventions to address social factors for individuals and communities in Davidson and Williamson counties	Hospital Leadership
2. Provide support to community based organizations and nonprofits addressing social factors	Hospital Leadership
ANTICIPATED IMPACT	
Significant and positive impact on various aspects of individual and community well-being	

Strategy: Strengthen Social Infrastructures To Increase Community Connections	
Prioritized Health Need: Mental Health	
Collaborators • Ascension Saint Thomas Hospitals • Community Partners • Government Agencies • Providers	
Resources • Time • Talent • Dollars	
ACTION STEPS	ROLE/OWNER
1. Provide support to community based organizations and nonprofits addressing mental health conditions and loneliness	Hospital Leadership
2. Explore serving on councils, boards and/or forums addressing mental health and loneliness	Hospital Leadership
ANTICIPATED IMPACT	
Improved health outcomes related to mental health	

Strategy: Support Substance Misuse Prevention and Education Efforts	
Prioritized Health Need: Substance Misuse	
Collaborators • Ascension Saint Thomas Hospitals • Community Partners • Government Agencies • Providers	
Resources • Time • Talent • Dollars	
ACTION STEPS	ROLE/OWNER
1. Partner with community based organizations and nonprofits to prevent, identify and or treat substance misuse	Hospital Leadership, Nursing, Pharmacy
2. Internally explore pain medication administration education for substance misuse best practices	Hospital Leadership, Nursing, Pharmacy
3. Collect and analyze pain management scores for patient medication administration monitoring	Hospital Leadership, Nursing, Pharmacy
4. Explore serving on councils, boards and/or forums addressing substance misuse	Hospital Leadership, Nursing, Pharmacy
ANTICIPATED IMPACT	
Reducing the harms related to drug use for individuals and the community	



Evaluation

Select Specialty Hospital - Nashville will develop a comprehensive measurement and evaluation process for the Implementation Strategy (IS). The Hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. Select Specialty Hospital - Nashville uses a tracking system to capture community benefit activities and implementation.