

# Emma Pendleton Bradley Hospital

## Community Health Needs Assessment Implementation Strategy

### October 1, 2025 - September 30, 2028

As a result of the Community Health Needs Assessment (CHNA) prepared for Emma Pendleton Bradley Hospital (EPBH) as of September 30, 2025, EPBH’s leadership team, executive management, and other individuals critical to the organizational planning process have created an implementation strategy detailing action item plans covering the period from October 1, 2025 through September 30, 2028 to address the significant needs identified in EPBH’s CHNA report. Based on the complex health issues in the community, EPBH has strategically planned ways to address these significant needs in order to maximize the improvement of the overall health and wellness of residents within its community. As discussed in the September 30, 2025 CHNA, available online at <https://www.brownhealth.org/sites/default/files/2025-10/Brown-University-Health-Bradley-Hospital-2025-CHNA-Final.pdf>, EPBH identified the following issues as significant health needs currently facing its community:

1. Access to Care
2. Behavioral Health
3. Chronic Diseases
4. Maternal and Child Health
5. Older Adult Health and Wellbeing\*
6. Social Drivers of Health

<b>Significant Health Need #1: Access to Care</b>				
<b>Actions Planned for Implementation</b>	<b>Resources Planned to Address Significant Health Need</b>	<b>Anticipated Impact on EPBH Community</b>	<b>Outside Groups Collaboration</b>	<b>Timeline for Implementation</b>
1.1 Provide transportation assistance to medical appointments.	<ul style="list-style-type: none"> <li>• Utilize the Round Trip rideshare app in the electronic health record</li> <li>• Build funding for subsidized transportation in annual department budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to reliable, free or discounted transportation</li> <li>• Reduction in cancelled, no-show and missed appointments</li> <li>• Improved access to care for patients with limited mobility or challenges with transportation</li> </ul>	<ul style="list-style-type: none"> <li>• Ride share companies contracted through Round Trip application</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>

<p>1.2 Apply for grants and contracts to add navigators/CHWs in key service lines to improve continuity of care and availability.</p>	<ul style="list-style-type: none"> <li>• Financial support for Navigators/Community Health Workers</li> <li>• Participation in state planning efforts to grow and strategically deploy the Community Health Worker workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Increase colorectal, breast and cervical cancer screening rates</li> <li>• Advance health equity when implemented among populations who often have lower screening rates and/or experience greater health disparities, including people from historically disadvantaged racial and ethnic populations and people with lower incomes</li> <li>• Help patients overcome barriers to accessing screening services.</li> <li>• Client reminders, reduced structural barriers or improved assistance getting around them, reduced out-of-pocket costs, or a combination of these services</li> <li>• Access to one-on-one or group education.</li> <li>• Culturally and linguistically appropriate care</li> <li>• Improved quality of care</li> <li>• Improved patient outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Community Health Worker Association of Rhode Island</li> <li>• CHW Alliance (of CHW employers)</li> <li>• Community Health Worker training programs</li> <li>• Rhode Island Certification Board</li> <li>• Rhode Island Department of Health</li> <li>• Rhode Island Executive Office of Health and Human Services</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
<p>1.3 Improve patient experience by improving language access and communication between providers, patients and caregivers.</p>	<ul style="list-style-type: none"> <li>• Brown University Health Patient Experience Committee</li> <li>• Brown University Health Information Services</li> </ul>	<ul style="list-style-type: none"> <li>• Help patients overcome barriers to accessing screening services.</li> <li>• Improved access to care by reducing barriers, improving coordination, and reducing cancellations</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-27</li> </ul>

**Significant Health Need #2: Behavioral Health**

Actions Planned for Implementation	Resources Planned to Address Significant Health Need	Anticipated Impact on EPBH Community	Outside Groups Collaboration	Timeline for Implementation
2.1 Offer Mental Health First Aid training.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Facility space</li> <li>• Human Resources support to recruit diverse professionals</li> <li>• Professional staff support to deliver training</li> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced stigma associated with mental and behavioral health</li> <li>• Increased community support for navigation to mental and behavioral health services</li> <li>• Increase in the number of individuals and school staff who can identify, understand and respond to signs of mental illnesses and substance use disorders</li> <li>• Increase in the number of individuals and school staff who will reach out and provide initial help and support to someone who may be developing a mental health or substance use problem or experiencing a crisis</li> </ul>	<ul style="list-style-type: none"> <li>• Johns Hopkins University</li> <li>• Rhode Island Department of Education</li> <li>• Municipal school districts</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
2.2 Continue to offer annual Parenting Matters Conference and Workshops.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Professional staff support to deliver training</li> <li>• Brown University Health Community Health Institute</li> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased educational opportunities for parents and adults who work with children to learn directly from experts in children’s behavioral health</li> <li>• Improved family self-sufficiency and navigation of services</li> <li>• Professional development by experts on children’s mental health for adults who work with children</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>

<p>2.3 Offer educational programs on behavioral health topics for professionals who work with school age children.</p>	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Professional staff support to deliver training</li> <li>• Brown University Health Community Health Institute</li> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased educational opportunities for adults who work with children to learn directly from experts in children’s behavioral health</li> <li>• Professional development for adults who work with children</li> </ul>	<ul style="list-style-type: none"> <li>• Rhode Island Department of Education</li> <li>• Municipal school districts</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
<p>2.4 Offer educational programs for youth focused on increasing protective factors and reducing risk factors for substance abuse.</p>	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Professional staff support to offer support groups for parents and teenagers with substance use disorders and/or co-occurring mental health diagnoses.</li> <li>• Professional staff support to provide the Mental Health First Aid program to high-school students</li> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Existing and prospective patients will have greater access to evidence-based treatment for substance use disorders, therefore minimizing negative consequences associated with untreated disorders</li> <li>• Greater access to rescue and harm-reduction resources</li> <li>• Enhanced patient experience by addressing psychosocial aspects of care (e.g., medical/psychiatric comorbidities and social determinants of health)</li> <li>• Decreased negative impact of substance use disorders on young people and families</li> </ul>	<ul style="list-style-type: none"> <li>• Rhode Island Department of Children, Youth and Families</li> <li>• Rhode Island Student Assistance Services</li> <li>• Johns Hopkins University</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
<p>2.5 Increase access to suicide prevention programming through schools.</p>	<ul style="list-style-type: none"> <li>• Professional staff support to deliver training</li> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased recognition of risk factors for suicide and referrals for intervention</li> <li>• Increase in protective factors to prevent suicide ideation</li> </ul>	<ul style="list-style-type: none"> <li>• Rhode Island Department of Education and local school districts</li> <li>• Rhode Island Student Assistance Services</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
<p>2.6 Promote the Pediatric Psychiatry Resource Network (PediPRN) to family physicians and KIDS Link (a hotline for children in emotional crisis) to parents</p>	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Professional staff support to meet service demand</li> </ul>	<ul style="list-style-type: none"> <li>• Navigation assistance to access appropriate level of care for behavioral</li> </ul>	<ul style="list-style-type: none"> <li>• Rhode Island Academy of Family Physicians</li> <li>• Rhode Island chapter of</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>

	<ul style="list-style-type: none"> <li>• Marketing &amp; Communications staff support</li> </ul>	<p>health concerns</p> <ul style="list-style-type: none"> <li>• Access to behavioral health consultative services in pediatric practices</li> <li>• Provision of mental and behavioral health services to children and parents without requiring in-person appointments</li> <li>• Video library explaining leading topics in children’s behavioral health, targeting pediatric primary care providers</li> </ul>	<p>the American Academy of Pediatricians</p> <ul style="list-style-type: none"> <li>• Care Transformation Collaborative of Rhode Island</li> </ul>	
<p>2.7 Increase utilization of Bradley REACH (Remote E-therapy for Adolescents and Children Program), a groundbreaking program to expand virtual access to psychiatric programs for children and adolescents.</p>	<ul style="list-style-type: none"> <li>• Financial support to grow provider capacity</li> <li>• Professional staff support to meet service demand</li> <li>• Brown University Health Information Services staff support</li> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased virtual access to psychiatric programs for children and adolescents that allows EPBH to partner with other pediatric provider systems nationwide</li> <li>• Group telehealth programs provide care for adolescents experiencing serious emotional, behavioral or relationship issues</li> <li>• Increased access to intensive therapy during the school day (partial hospitalization) or after school (intensive outpatient)</li> <li>• Decreased maladaptive behaviors and reduced mental health symptoms among youth served</li> <li>• Increased coping skills to eliminate self-harm</li> </ul>	<ul style="list-style-type: none"> <li>• Pediatric providers based across the United States</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>

		<p>behaviors and reduce overall anxiety and depression symptoms among participating youth</p> <ul style="list-style-type: none"> <li>• Reduced need for pediatric inpatient behavioral healthcare and emergency admissions</li> </ul>		
2.8 Offer a menu of web-based, distance learning, and in-person educational programs through Bradley Learning Exchange.	<ul style="list-style-type: none"> <li>• Financial support for IT resources necessary to implement this program</li> <li>• Marketing &amp; Communications staff and facility support</li> <li>• Professional and administrative staff to develop learning modules</li> <li>• Brown University Health Information Services staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce obstacles to accessing behavioral health services for patients, especially in the South County region of Rhode Island</li> <li>• Increased educational opportunities for patients, families, and providers on a wide range of mental health conditions</li> <li>• Educational content distributed locally and nationally while at the same time offering the courses to a public audience on demand</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>•</li> </ul>
2.9 Improve patient experience scores in psych and psych emergency services.	<ul style="list-style-type: none"> <li>• Department of Psychiatry</li> <li>• Patient Experience Committee</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of Patient/Family Advisors</li> <li>• Improved patient experience in psych and psych emergency services</li> <li>• Improved employee satisfaction in psych and psych emergency services</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
2.10 Contribute research and policy leadership to statewide initiatives to reduce adolescent opioid overdose and fatality rates, especially targeting addiction programming to the areas of the state that most need addiction services.	<ul style="list-style-type: none"> <li>• Professional staff support</li> <li>• Division of Addiction Medicine</li> </ul>	<ul style="list-style-type: none"> <li>• Help create conditions that facilitate prevention, screening, harm reduction, and treatment for all through equitable strategies</li> <li>• Research to understand</li> </ul>	<ul style="list-style-type: none"> <li>• RIH Opioid COBRE Center</li> <li>• Rhode Island Department of Health</li> <li>• Governor’s Overdose Task Force</li> <li>• Opioid Settlement</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>

		the mechanisms underlying opioid use disorder and develop innovative solutions	Advisory Committee • Center for Health and Justice Transformation	
<b>Significant Health Need #3: Chronic Diseases</b>				
<b>Actions Planned for Implementation</b>	<b>Resources Planned to Address Significant Health Need</b>	<b>Anticipated Impact on EPBH Community</b>	<b>Outside Groups Collaboration</b>	<b>Timeline for Implementation</b>
3.1 Continue to offer a monthly health ambassador lecture series on chronic disease prevention topics for the general public.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Professional staff support</li> <li>• EPBH subject matter experts</li> </ul>	<ul style="list-style-type: none"> <li>• Access to group education and peer support in virtual format</li> <li>• Increased referrals to and utilization of health maintenance programs</li> <li>• Increased health literacy among lecture attendees</li> </ul>	<ul style="list-style-type: none"> <li>• Community organizations that help promote the lecture series</li> <li>• Non-EPBH subject matter experts</li> </ul>	• FY 2026-28
3.2 Offer conferences, workshops and presentations on topics requested by community partners.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Professional staff support to deliver training</li> <li>• Brown University Health Community Health Institute</li> <li>• Marketing &amp; Communications staff support</li> <li>• EPBH subject matter experts</li> </ul>	<ul style="list-style-type: none"> <li>• Access to group education and peer support in virtual format and live events</li> <li>• Increased referrals to and utilization of health maintenance programs</li> <li>• Increased health literacy among attendees</li> <li>• Education to help participants understand available resources and services, as well as the benefits of risk factor management</li> <li>• Assistance with referrals to primary care</li> </ul>	<ul style="list-style-type: none"> <li>• Organizations that help promote the lecture series</li> <li>• Community organizations that host events</li> <li>• Community organizations that deliver education</li> <li>• Non-EPBH subject matter experts</li> </ul>	• FY 2026-28
<b>Significant Health Need #4: Maternal and Child Health</b>				
<b>Actions Planned for Implementation</b>	<b>Resources Planned to Address Significant Health Need</b>	<b>Anticipated Impact on EPBH Community</b>	<b>Outside Groups Collaboration</b>	<b>Timeline for Implementation</b>
4.1 Promote the Rhode Island Maternal Psychiatry Resource Network (RI MomsPRN), a free psychiatric telephone consultation service for postpartum	<ul style="list-style-type: none"> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Navigation assistance to access appropriate level of care for behavioral</li> </ul>	<ul style="list-style-type: none"> <li>• Women &amp; Infants Hospital</li> <li>• Rhode Island Department of Health</li> </ul>	• FY 2026-28

women and providers treating pregnant, postpartum, or pediatric patients in addressing behavioral health concerns.		<p>health concerns</p> <ul style="list-style-type: none"> <li>• Access to behavioral health consultative services in pediatric practices</li> <li>• Provision of mental and behavioral health services to children and parents without requiring in-person appointments</li> <li>• Video library explaining leading topics in children’s behavioral health, targeting pediatric primary care providers</li> </ul>	<ul style="list-style-type: none"> <li>• Rhode Island Academy of Family Physicians</li> <li>• Rhode Island chapter of the American Academy of Pediatricians</li> <li>• Care Transformation Collaborative of Rhode Island</li> </ul>	
4.2 Contribute community health and policy leadership to statewide initiatives to improve maternal and child health through participation in statewide initiatives like the Rhode Island Maternal Health Task Force and RI KIDS COUNT Advisory Committee.	<ul style="list-style-type: none"> <li>• Community Health Institute</li> <li>• Brown Health Medical Group Primary Care</li> </ul>	<ul style="list-style-type: none"> <li>• Improved reproductive health outcomes statewide</li> <li>• Policy framework that facilitates improved maternal and child health outcomes</li> <li>• Data and research to inform maternal and child health policy development</li> </ul>	<ul style="list-style-type: none"> <li>• Rhode Island Department of Health</li> <li>• Rhode Island KIDS COUNT</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
<b>Significant Health Need #5: Older Adult Health and Wellbeing</b>				
Actions Planned for Implementation	Resources Planned to Address Significant Health Need	Anticipated Impact on EPBH Community	Outside Groups Collaboration	Timeline for Implementation
<i>*Due to the fact that EPBH is a children’s psychiatric hospital, the older adult health and wellbeing significant health need that was identified in the Brown University Health hospital service areas will be addressed by other Brown University Health hospitals, not EPBH.</i>				
<b>Significant Health Need #6: Social Determinants of Health</b>				
Actions Planned for Implementation	Resources Planned to Address Significant Health Need	Anticipated Impact on EPBH Community	Outside Groups Collaboration	Timeline for Implementation
6.1 Expand social needs screening and navigation assistance (e.g., Connect for Health) to serve key service lines.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Brown University Health Community Health Institute staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased access to community-based services to manage health-related social</li> </ul>	<ul style="list-style-type: none"> <li>• Community organizations that provide services to address social</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>

	<ul style="list-style-type: none"> <li>• Brown University Health Information Services</li> </ul>	<ul style="list-style-type: none"> <li>needs</li> <li>• Improved food and nutrition security among patients</li> </ul>	determinants of health	
6.2 Offer an employee food bank.	<ul style="list-style-type: none"> <li>• EPBH Volunteer Services</li> <li>• Financial support</li> <li>• Facility space</li> </ul>	<ul style="list-style-type: none"> <li>• Improved food security among employees</li> <li>• Improved nutrition security among employees</li> <li>• Increased employee engagement, reduction in leaves of absence, reduction in turnover</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2027-28</li> </ul>
6.3 Offer a patient & family food bank.	<ul style="list-style-type: none"> <li>• Departments of Social Work and Case Management</li> <li>• Financial support</li> <li>• Facility space</li> </ul>	<ul style="list-style-type: none"> <li>• Improved food security among patients</li> <li>• Improved nutrition security among patients</li> <li>• Improved patient experience</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2027-28</li> </ul>
6.4 Improve access to food for patients experiencing food insecurity.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Department of Nutrition</li> <li>• Brown University Health Community Health Institute</li> <li>• Department of Social Work</li> </ul>	<ul style="list-style-type: none"> <li>• Improved food security among patients</li> <li>• Improved nutrition security among patients</li> <li>• Improved patient experience</li> <li>• Improved patient health outcomes</li> <li>• Reduction in readmissions</li> </ul>	<ul style="list-style-type: none"> <li>• Farm Fresh Rhode Island</li> <li>• Southside Community Land Trust</li> <li>• Meal Delivery Vendors</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2027-28</li> </ul>
6.5 Continue to offer food and nutrition education programs to patients and residents of the hospital service area.	<ul style="list-style-type: none"> <li>• Financial support</li> <li>• Facility space</li> <li>• Department of Nutrition</li> <li>• Brown University Health Community Health Institute</li> </ul>	<ul style="list-style-type: none"> <li>• Improved food security among attendees</li> <li>• Improved nutrition security among attendees</li> <li>• Improved community engagement</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>
6.6 Make Connect for Health Express Sheets available on Patient & Guest Services intranet and through the external Brown University Health.org site.	<ul style="list-style-type: none"> <li>• Brown University Health Community Health Institute</li> <li>• Marketing &amp; Communications staff support</li> </ul>	<ul style="list-style-type: none"> <li>• Increased patient access to community-based services to manage health-related social needs</li> <li>• Increased provider</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>	<ul style="list-style-type: none"> <li>• FY 2026-28</li> </ul>

		satisfaction with being able to respond to patients' health-related social needs		
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## Conclusion

This Emma Pendleton Bradley Hospital Implementation Strategy report was authorized and approved by Emma Pendleton Bradley Hospital Board of Trustees on \_\_\_\_\_.

EPBH will document progress on the implementation strategies presented as part of its commitment to the community it serves each year in its Form 990 tax return filings as required by the IRS. EPBH appreciates the continued support of its partners, recognized below, which help it meet the health care needs of Rhode Islanders. Questions or comments on the EPBH CHNA or Implementation Plan may be submitted to:

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