



2023 Implementation Strategy

Parkview Whitley Hospital, Inc.



PARKVIEW
HEALTH

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Introduction

Purpose

To grow and ensure the continued quality of Parkview Health's commitment to improving the health of our community, each of our licensed hospitals prepare a community health needs assessment (CHNA) and subsequent implementation strategy on a triennial basis. Using the knowledge gained from the 2023 CHNA results, this report will define Parkview Whitley Hospital's community health implementation strategy for the 2023 – 2025 assessment cycle as federally required by the Affordable Care Act. In doing so, this report will define:

- The community served
- The community's top health needs
- The CHNA/implementation strategy process
- How the hospital is addressing community needs
- Identified needs not being addressed

The contents of this report were formed in compliance with the requirements set forth by the IRS for tax-exempt health systems and hospitals.

Mission and Vision

Parkview Health Mission & Vision

Parkview's mission is to improve the health of our community members and inspire them to take steps to improve their well-being.

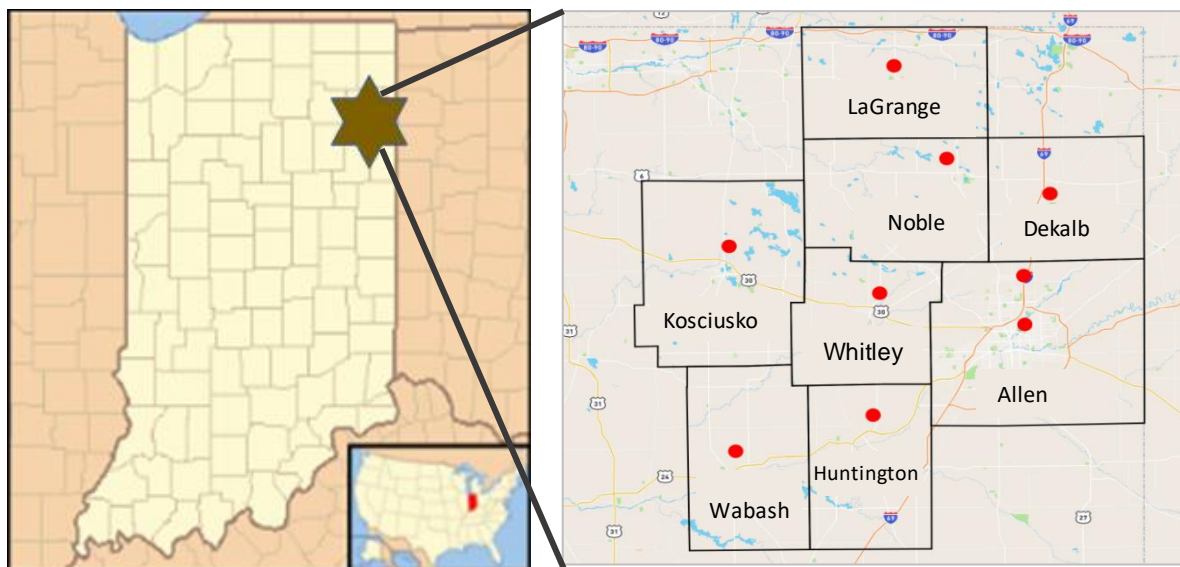
Parkview puts their patients at the center of everything they do, as an individual, as an employer and as our community.

Parkview Whitley Hospital

Parkview Whitley Hospital, located in Whitley County, is a not-for-profit, community hospital and has been a member of Parkview since 1995. The current facility has been in operation since 2011 and is 140,000 square feet sitting on a 25-acre campus. Parkview Whitley has 30 beds and approximately 319 full and part-time employees to serve our patients and community. Parkview Whitley offers a 24/7 Emergency Room, diagnostic imaging, 3-D mammography, sleep lab as well as lab and rehab services. There are three surgical suites and two Endoscopy suites. Parkview Whitley also offers robotic assisted surgical procedures. The attached Medical Office Building houses family and specialty physician offices.

Parkview Warsaw, located in Kosciusko County, is part of Parkview Whitley Hospital and offers a 24/7 stand-alone Emergency Room (currently, no Inpatient beds), diagnostic imaging, 3-D mammography lab and rehab services. The Warsaw facility is 86,000 square feet and is located on 7 acres. The hospital has approximately 73 employees. They also host family medicine and specialty practices in this facility.

Figure 1. Counties with Parkview Hospitals



Community Served

The facilities of Parkview Whitley Hospital consist of the Parkview Whitley Hospital and Parkview Warsaw Hospital. According to Indiana statistics (2020), Whitley County has a population of 33,899 and Kosciusko is 79,156. The poverty rates are lower than the state average at 9.6% for Whitley and 9.3% for Kosciusko County. The median incomes are very similar: \$64,992 for Whitley and \$62,789 for Kosciusko. Although incomes and poverty rates are very similar, the percent of the population with no health insurance differs more, with 7.4% in Whitley and 10.8% in Kosciusko County.

Summary of 2022 Community Health Needs Assessment

Parkview Whitley’s CHNA report provides an overview of the approach taken to identify and prioritize significant health needs in Whitley County, as federally required by the Affordable Care Act. The Health Services and Informatics Research (HSIR) group at Parkview’s Mirro Center for Research and Innovation designed and conducted both primary and secondary data collection and analysis activities. Data collection was focused on the eight counties in northeast Indiana that comprise Parkview’s primary service area and where a Parkview hospital is located, including: Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Wabash and Whitley.

The purpose of this CHNA report is to offer a comprehensive understanding of the health and social needs of Allen County, to guide Parkview Hospital, Inc.’s strategic community health improvement plan for addressing the identified needs (*CDC - Assessment and Plans - Community Health Assessment - STLT Gateway, 2019*). Parkview Whitley Hospital, Inc. in Whitley County and Parkview Warsaw Hospital in Kosciusko County will use the findings in this report to identify and develop efforts to improve the health and quality of life for residents in the counties we serve.

Approach

The HSIR group assessed the overall health needs of the Parkview Health region, as well as the needs of each individual county. Community health needs of interest were based on past CHNAs and secondary data from the Healthy Communities Institute (HCI) database. The HSIR team used surveys to gather input from individual community members and healthcare and social service providers (i.e., physicians, nurses, social workers) to understand local health concerns, needs, and service availability.

Historically, we have found that Hispanic, Amish and people of Burma (Myanmar) populations have been an underrepresented voice in our CHNA surveys. Thus, the HSIR group used contacts familiar to these populations to distribute surveys and sent a mobile team of surveyors to target locations to ensure that we captured the community health concerns of these special populations.

Summary of Findings

The findings from Parkview Whitley’s 2022 CHNA are a result of the analysis of an extensive set of secondary data (over 200 indicators from national and state data sources) and primary data (248 surveys) collected from community members and healthcare/social service providers. Below are the top ten health concerns and health service needs as ranked by the Hanlon method and survey data, respectively.

Whitley County’s Top Ten Health Concerns*

- Mental Health
- Obesity
- Kidney disease
- Chronic obstructive pulmonary disease
- Asthma
- Substance use/abuse (drugs, alcohol, tobacco)
- Cardiovascular disease (stroke, coronary heart disease)
- Cancer
- Diabetes
- Child abuse

* After Hanlon method applied to secondary and primary data; merged categories of concerns are in parentheses

Whitley County's Top Ten Health Service Needs*

- Mental health services
- Substance use disorder services
- Access to healthy food
- Access to recreational spaces
- Access to birth control
- Access to primary care providers
- Senior services
- Job training
- Health insurance
- Childcare

* As indicated by community and provider concerns expressed in survey data

Prioritization Methodology

To organize and rank order significant health needs across the Parkview Health eight-county region, primary data from community and provider surveys and secondary data were combined using a modified Hanlon score (Figure 2). Each health indicator corresponded to a health concern from the survey, thus health domains from the survey were used to cluster health indicators.

For each health indicator, scores for percentage of the population affected (size), percentage of community respondents endorsing the corresponding health concern (seriousness), percentage of provider respondents endorsing the corresponding health concern (seriousness), trend in health indicator (seriousness), and existence of evidence-based interventions (effectiveness of intervention) were assigned.

According to the Hanlon scores, the top health concerns were mental health, obesity, and chronic disease.

Prioritization Process

A Prioritization session was held by Parkview Health on August 22, 2022, to review the findings from the Mirro Research Center to establish the shared priority for the system. The first priority of mental health was chosen by the system group and Parkview Whitley Hospital will follow this lead. Although Parkview Whitley has chosen to add Substance Use to Mental Health as they tend to go together.

The information from the Prioritization session was shared with the Parkview Whitley Community Health Improvement Committee (CHI) on September 2, 2022, to establish any additional priorities. This committee oversees the CHI process and consists of the hospital board and community members.

Obesity was high in the CHNA results, however, is very broad and difficult to tackle. The group felt that working on one aspect of obesity could be more impactful. With that in mind, Obesity was chosen as a third priority, with a focus on Food Insecurity.

The priorities for Parkview Whitley Hospital are Mental Health/Substance Use Disorder and Obesity-Food Insecurity.

The Priority Session information and CHI Committee recommendations was presented to the Parkview Whitley Hospital board of directors in December 2022, for their approval.

For more detail regarding prioritization methodology please see page 40 of Parkview Whitley Hospital's CHNA: <https://www.parkview.com/media/file/2022%20Whitley%20County%20CHNA.pdf>

Implementation Strategy Process

Based on the 2022 CHNA results, our prioritization sessions, and collaboration with our internal and external partners, our health initiatives have transitioned to the following:

- Mental Health/Substance Abuse
- Obesity-Food Insecurity

In addressing each prioritized health issue identified above, Parkview Whitley/Parkview Warsaw created the following implementation strategy to define how Parkview Whitley Hospital intends to address each identified. This process requires expertise from Community Health Improvement staff and partner organizations. Parkview Whitley's Community Health Improvement committee, a committee consisting of hospital board members, hospital leadership and community stakeholders, reviewed and adopted the implementation strategy on May 11, 2023.

Community Health Implementation Plan

Implementation strategies are illustrated below according to health priority.

Substance Use Disorder/Mental Health

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025, the number of youth that report a sense of belonging will be 75%				
Objective: Expose students to healthy/trusting adult relationships to improve their mental health				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventative Programs for Youth Mental Health 	<ul style="list-style-type: none"> Number of students Student surveys show increasing number of those who feel they belong Students in mentoring interactions 	<ul style="list-style-type: none"> Healthy adult mentoring by staff/volunteers Healthy snacks and meals to encourage healthy minds Provide a caring family culture 	<ul style="list-style-type: none"> Young people are equipped with different and better family examples than many they have seen modeled their whole lives Teens will experience a new kind of family, where brokenness and dysfunction are not the norm. Behavior change 	<ul style="list-style-type: none"> The Center for Whitley County Youth

Identified Health Need: Mental Health / Addiction				
Goal: By December 31, 2025, 85% of residents surveyed will be better when they leave than when they started the program				
Objective: To provide individuals with mental health and addictions the tools and resources for recovery, prevention and transition				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> The Pathway Program 	<ul style="list-style-type: none"> Number of those served with mental/behavioral health disorder Number of clients with substance use disorders Number of surveyed residents that say they were better when they left than when they arrived 	<ul style="list-style-type: none"> Psychosocial Assessments Substance/Alcohol Assessments Counseling Educational Classes Financial Case Management 	<p>Individuals can live a productive life with mental wellness, recovery, and long-term success</p>	<p>Interfaith Mission (Mission 25) Certified Recovery Residence</p>

Identified Health Need: Mental Health

Goal: By December 31, 2025, increase Mama Bear's support group to 15

Objective: To provide moms with social, emotional and educational support to reduce the number of moms with postpartum depression.

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none">Mama Bear's Support Group	<ul style="list-style-type: none">Number of those in the programSurveyed clients report the program is beneficial to their mental health	<ul style="list-style-type: none">Eliminate barriers by providing childcare during classesProvide classes at least monthlyProvide a format that allows for discussion and opportunities to talk and vent frustrations	Moms create friendships/connections with others, they develop coping skills and parenting skills. Healthy moms make for healthy children.	<ul style="list-style-type: none">BABE of Whitley County

Obesity/Food Insecurity

Identified Health Need: Obesity/Food Insecurity				
Goal: Provide a healthy lunch for every student, every school day				
Objective: Ensure students have at least one healthy meal every school day				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Troy School Lunches 	<ul style="list-style-type: none"> Percent of students eligible for free or reduced lunches Number of students eating lunch daily 	<ul style="list-style-type: none"> Partnership with other organizations to provide the meals Teaching students that soda chips and other unhealthy choices are not the best diet Students will have increased focus in the classroom with a full stomach 	<ul style="list-style-type: none"> Increased access to fresh fruits and vegetables Barrier of not having time or resources to prepare a sack lunch from home are eliminated Students earn their high school diploma and become productive members of our community Reducing food insecurity by providing hot, healthy lunches 	<ul style="list-style-type: none"> Troy Alternative School

Identified Health Need: Obesity/Food Insecurity				
Goal: Increase the number of children registered to participate by 12 by December 31, 2025(Baseline 70)				
Objective: Ensure children get a full meal and activity at lunch when school is out for the summer.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Kids Connect 	<ul style="list-style-type: none"> Number of registered participants Fruit or vegetable served every day Percent of students eligible for free or reduced lunches 	<ul style="list-style-type: none"> Providing fresh fruits and vegetables Offering organized play, outside as much as weather allows Provide physical activities, educational speakers, and safety events 	<ul style="list-style-type: none"> Creating a habit of healthy eating at lunch time Learning the importance of an active lifestyle Creating healthy relationships with other children and adults 	<ul style="list-style-type: none"> One Community

Access to Care

Identified Health Need: Access To Care				
Goal: Increase Number of patients seen by 20% by December 31, 2025 (Baseline 176 MCOC & 45 KCFC)				
Objective: Lab services provided to patients without charge				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Free medical clinic for those who are uninsured or under-insured 	<ul style="list-style-type: none"> Number of patients seen 	<ul style="list-style-type: none"> Evaluation and treatment of patients Labs to monitor chronic conditions Education on medical conditions 	<ul style="list-style-type: none"> Improved health of those uninsured and under-insured Long term control of chronic health issues Gained knowledge about health issues 	<ul style="list-style-type: none"> Multi County Outreach Clinic Kosciusko County Free Clinic

Significant Health Needs Not Addressed by the Implementation Strategy

Health needs identified and why the hospital does not intend to address these as part of the implementation strategy:

- **Kidney disease** is not being addressed in our counties as there are limited resources to address this need, and there are no local partners focused on this need at this time.
- **Chronic obstructive pulmonary disease and asthma** are not being addressed as our resources are limited and partnerships are not available locally in this area of need.
- **Cancer** is not being addressed as the need is not likely to be resolved at this time.
- **Diabetes** is not being directly addressed; however, it is directly impacted by obesity. If we can reduce obesity even slightly, it would likely impact diabetes.
- **Cardiovascular disease** is not being addressed at this time because it does not rank high in the top ten and other needs have been selected to focus on during this cycle. Parkview Whitley and Parkview Warsaw do offer Total Vascular Screenings onsite that are facilitated through the Parkview Heart Institute.
- **Child abuse** is number 10 on our top ten list so we are not focusing on this during the current CHNA cycle.

Although all needs are not being addressed, we are continually watching these areas and understand that there could be changes that would prompt us to redirect. Choices in priorities are always difficult to make. In the outlying communities, it is an additional challenge as our resources are very limited and the resources and organizations within the community are limited as well.

References

1. *CDC - Assessment and Plans—Community Health Assessment—STLT Gateway*. (2019, April 6). <https://www.cdc.gov/publichealthgateway/cha/plan.html>

For More Information

Parkview would like to extend gratitude towards its community partners for their collaboration with the 2022 CHNA and 2023 Implementation strategy process that addresses the health needs of Whitley and Kosciusko Counties. For additional information about Parkview Whitley Hospitals 2022 CHNA or 2023 Implementation Plan, please contact us.

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Board Approval

Approved by the Community Health Improvement Committee
of the Parkview Whitley Hospital Board of Directors

11 May 2023