



2023 Implementation Strategy
Park Center, Inc.

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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 2022 CHNA results, this report will define Parkview Hospital's community health implementation strategy for the 2022 – 2024 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

Park Center Mission & Vision

Park Center's mission is to restore lives. By partnering with consumers, we strive to support and facilitate their journey toward health. Park Center's vision is a community where:

Park Center's vision is a community where:

- Behavioral health challenges are no longer in the shadows,
 - People who experience the pain of a behavioral health issue have easy access to effective care,
 - The burden of unaddressed behavioral health challenges no longer reduces the productivity and vibrancy of our community, and
 - Park Center is recognized as a vital contributor to this new reality.
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Park Center

Park Center, an affiliate to Parkview Health, is a private, non-profit community mental health center primarily serving Adams, Allen, and Wells counties in northeast Indiana. The center offers comprehensive mental health care services designed for all age groups. As a Community Mental Health Center, Park Center offers community-based and office-based outpatient mental health services focusing on prevention, treatment and rehabilitation. Additionally, Park Center operates a 16-bed acute psychiatric hospital for adults. Park Center employs a staff of psychiatrists, psychologists, licensed mental health professionals, case workers, and residential specialists. The organization currently assists about 12,000 people annually. Park Center is overseen by a 15-member board of directors and adheres to standards set forth by The Joint Commission, a national healthcare accreditation organization.

Figure 1. Park Center Service Area



Community Served

The Park Center service area is largely rural except for one large urban area in Allen County, or more specifically Fort Wayne, Indiana. According to Park Center's 2022 CHNA, Allen County has the largest population in the service area (375,520) followed by Adams County (35,544) and Well County (28,010). In addition, the median income of residents within Park Center's service area is approximately \$56,778, with 12.6% living below the federal poverty level (2020). Approximately 8.8% of residents within this service area do not have health insurance (2020).

Summary of 2022 Community Health Needs Assessment

Park Center’s CHNA report provides an overview of the approach taken to identify and prioritize significant mental health needs across Park Center’s regional service area, 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 for the three counties in northeast Indiana that comprise Park Center’s primary service area and where a Park Center facility is located, including: Adams, Allen, and Wells.

The purpose of the CHNA is to offer a comprehensive understanding of the behavioral health and related social needs of our region to guide Park Center’s strategic community health improvement plan for addressing the identified needs (*CDC - Assessment and Plans - Community Health Assessment - STLT Gateway, 2019*). Park Center will use the findings in this report to identify and develop efforts to improve the mental health and quality of life of residents in the counties we serve.

Approach

The HSIR group assessed the behavioral health needs of Park Center, Inc.’s region of service. 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 healthcare and social service providers (i.e., physicians, nurses, social workers) to understand local health concerns, needs, and service availability.

Summary of Findings

The findings in this report are a result of the analysis of an extensive set of secondary data (over 100 indicators from national and state data sources) and primary data (154 surveys) collected from healthcare/social service providers. Below are the top ten mental health concerns and health service needs as indicated by survey data.

Park Center’s Top Ten Mental Health Concerns

- Substance Use/Abuse
- Mood Disorders
- Child Abuse/Neglect
- Alcohol Use/Abuse
- Anxiety Disorders
- Suicide
- Psychotic Disorders
- Tobacco Use
- Assault and Violent Crime
- Disability Needs

Park Center’s Top Ten Health Service Needs

- Mental health services
- Substance use disorder services
- Housing
- Childcare
- Access to Health Food
- Financial Assistance
- Transportation
- Access to Birth Control
- Job Training
- Access to Primary Care Providers

Prioritization Process

Park Center held a meeting on October 14, 2022, to engage the leaders and board members in the prioritization process. The 11 attendees included administrators and board members (see Appendix D). Additionally, five research and community health improvement team members were present to facilitate the session; however, these team members were non-voting attendees. Survey data collection methods were explained, and the six issues with the highest endorsement as a mental health concern were presented via slides. The group of stakeholders decided to adapt the subcategories based on current trends in the mental health field. Attendees used Mentimeter, an anonymous, synchronous polling system, to score each health concern using four criteria (see Appendix C): (1) significance of the health problem (i.e., how many people are affected?); (2) severity of the health problem (i.e., how likely is it to limit length and quality of life?); (3) suitability for a strategic intervention (i.e., can Parkview address the problem?); and (4) SDOH (i.e., do social determinants of health drive health disparities in rates and outcomes?). For each health concern, participants were asked to score each criterion on a scale of 1 (very little) to 10 (very much).

Once all six health concerns were voted on in the first round, their overall combined scores across the four criteria were computed, and five mental health concerns were then ranked again and discussed using a Chatham House Rule condition (whereby the group agrees that the identity of the speaker should remain anonymous) and a “pro, con, con, pro” discussion format to encourage both supportive and oppositional views to be presented for each health concern. A large-group discussion ensued around the five mental health issues, and attendees were then asked to vote again to rank the five health concerns in terms of their top priorities for Park Center. Mood disorders (child/adolescent depression), childhood trauma, and substance use/abuse were selected as top priorities.

The Needs Assessment, community session data and CHI Committee recommendations were presented to the Park Center board of directors in November 2022. The board of directors voted to adapt the above health priority recommendations at the board meeting.

For more detail regarding prioritization methodology please see page 27 of Park Center’s CHNA:

<https://www.parkview.com/media/file/2022%20Park%20Center%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:

- 2021-mental health → 2022-mood disorders (child/adolescent depression)
- 2021-mental health and substance use disorder → 2022-substance use/abuse
- → 2022-childhood trauma

In addressing each prioritized health issue identified above, Park Center created the following implementation strategy to define how they intend to address each identified. This process requires expertise from Community Health Improvement staff, program leads, community nurses and health workers and partner organizations. Pending board approval.

Community Health Implementation Plan

Implementation strategies are illustrated below according to health priority.

Mood Disorders

Identified Health Need: Mood Disorders				
Goal: Increase team-based services for child and adolescents with mood disorders.				
Objective: 50% of Children and youth with a mood disorder will have more than 1 service as part of their treatment.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Med Services, Outpatient Therapy, Case Management, Intensive Outpatient Services, and SOS. 	<ul style="list-style-type: none"> Tracking of delivered services to children and youth during the given time period. 	<ul style="list-style-type: none"> Providing appropriate programming for this population. Case managers embedded in the schools. Wrap around services 	<ul style="list-style-type: none"> Reduced barriers getting into services. Improved quality of services. 	<ul style="list-style-type: none"> DCS PBH Schools Criminal Justice PBH PBHI Assessment Center

Childhood Trauma

Identified Health Need: Childhood Trauma				
Goal: Increase percentage of staff trained in evidence-based treatment interventions for child/adolescent trauma				
Objective: Over the next 3 year have at least 50% of child/adolescent therapists trained/certified in a trauma evidence-based practice				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Homebased Services, outpatient therapy services, Intensive Outpatient Services and Med Services 	<ul style="list-style-type: none"> We will monitor training transcripts and certifications held by staff. 	<ul style="list-style-type: none"> Train staff in evidence-based practices. Train leaders in supervision of evidence-based practices. 	<ul style="list-style-type: none"> Increased access to services for children and families. Assist DCS with reducing children needing being removed from their parent/guardian. 	<ul style="list-style-type: none"> DCS Schools Criminal Justice PBH

Substance Use/Abuse

Identified Health Need: Substance Use/Abuse				
Goal: Improve access to those with substance use/abuse needs.				
Objective: Reduce the wait time for an initial appointment to 10 days or less across all counties/programs.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Adams, Wells, Allen Counties outpatient therapy programs 	<ul style="list-style-type: none"> Wait time in days from inquire to first available appointment. 	<ul style="list-style-type: none"> Navigators embedded into court rooms. Specialized intake providers Navigators placed at Allen County Access Site and Criminal Justice Marketplace ACJC Placement board Peer Recovery coaches 	<ul style="list-style-type: none"> Reduced wait for those with addiction issues or substance use needs. Increased access into the full continuum of care. 	<ul style="list-style-type: none"> Central intake team PBHI access locations DCS Criminal Justice JRAC

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:

Park Center is a comprehensive behavioral health provider primarily serving Allen, Adams and Wells counties in Indiana. The following are health needs identified by the 2019 Allen County CHNA and the 2021 Park Center CHNA and reasons not to address these as part of the implementation strategy:

- **Housing**- Park Center works with many community stakeholders to address housing needs such as HUD, Bright Point and The Housing Authority. In addition, Park Center operates transitional housing apartments to assist with people finding homes.
- **Childcare**- Park Center is the Community Mental Health Center (CMHC) and this is not one of the primary functions of a CMHC. We will provide referrals to organizations who specialize in childcare needs. Park Center will connect people with resources as needed.
- **Access to health food**- Park Center is the CMHC and this is not one of the primary functions of a CMHC. We will provide referrals to food banks and connect people with resources as needed.
- **Financial assistance**- Park Center is the CMHC and this is not one of the primary functions of a CMHC. We will provide referrals to and connect people with resources as needed. Park Center will address mental health needs that contribute to financial issues.
- **Transportation**- Park Center is the CMHC and this is not one of the primary functions of a CMHC. We will provide referrals and connect people with resources as needed.
- **Access to birth control**- Park Center's expertise is in the mental health field. Park Center will connect individuals with providers that can offer guidance on birth control needs.
- **Job training**- Park Center is the CMHC and this is not one of the primary functions of a CMHC. Park Center will address mental health needs that contribute to employment needs. Park Center also refers to job training programs like LSSI Works and others in the community.
- **Access to primary care providers**- Park Center does not directly address access to primary care providers, but will refer to local primary care resources. Parkview Physicians Group is also a resource that Park Center can connect people with as needed.

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

Park Center 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 Adams, Allen, and Wells County. For additional information about Park Center's 2022 CHNA or Implementation Plan, please contact us.

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Board Approval

Approved by the Community Health Improvement Committee
of the Park Center, Inc. Board of Directors
Pending Board Approval