



2023 Implementation Strategy
Community Hospital of LaGrange County, 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 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.

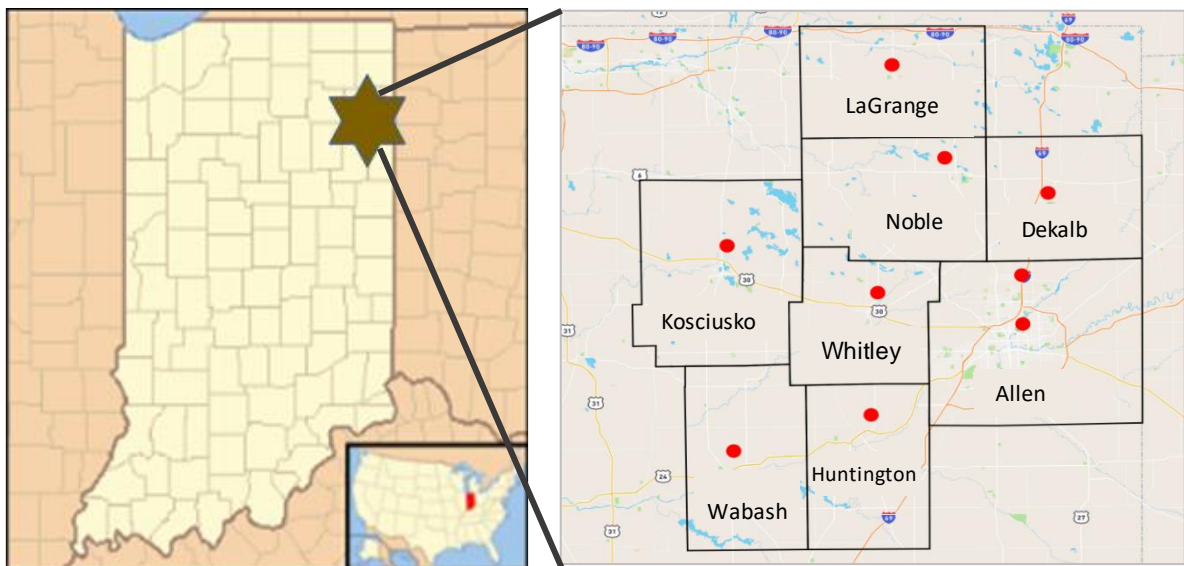
Parkview puts their patients at the center of everything they do, as an individual, as an employer and as our community.

Parkview LaGrange Hospital

Community Hospital of LaGrange County, Inc., is a not-for-profit, critical access hospital located in LaGrange, Indiana. The current facility was built in 2008 and sits on a 13-acre campus, which includes a one-half mile paved walking track.

Community Hospital of LaGrange County, Inc. has 25 licensed inpatient beds that are comprised of medical/surgical, constant care, transitional skilled nursing/swing bed, and family birthing. The emergency department is a full-service, 24-hour care unit that includes nine treatment rooms, including a trauma room, and three observation rooms. Surgical services include general surgeries, gynecologic procedures, laparoscopic and endoscopic procedures, orthopedic procedures including total joint replacements and ambulatory services including infusion therapy and anticoagulation therapy. Other services include inpatient and outpatient physical therapy, occupational therapy, and speech pathology, cardiac rehab, diagnostic imaging that includes SmartLung CT and HeartSmart CT scans, LifeBridge outpatient behavioral health senior program and EMS. Specialty medical services offered in our physician clinics or attached medical office building include cardiology, colon and rectal surgery, general surgery, obstetrics/gynecology, oncology, orthopedics, podiatry and urology.

Figure 1. Counties with Parkview Hospitals



Community Served

Based on 2020 census data from Parkview LaGrange Hospital's 2022 CHNA, the total population being served in LaGrange County is 39,537.

The 2010 U.S. Religion Census showed that more than 14,000 Amish lived in LaGrange County alone and comprised 37.1% of the total LaGrange County population, which makes it the second largest county (by population) of Amish in the United States.

Based on 2020 census data from Parkview LaGrange Hospital's 2022 CHNA, race and ethnicity in LaGrange County is comprised of 94% white, .2% black/African American, 4.1% Hispanic/Latino, and 1.7% other race or ethnicity. The percentage of population below the poverty line in LaGrange County is 6%. The percentage of the population without health insurance is 42.6% with 57.9% being children without health insurance. Individuals living in Amish communities are less likely to have traditional health insurance policies and instead rely on their own community resources, which accounts for the high rate of uninsured individuals in LaGrange County.

Summary of 2022 Community Health Needs Assessment

Parkview Hospital's CHNA report provides an overview of the approach taken to identify and prioritize significant health needs in Allen 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*). Community Hospital of LaGrange County, Inc. 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 Community Hospital of LaGrange County, Inc. 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 (347 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.

LaGrange County's Top Ten Health Concerns*

- Mental health
- Chronic obstructive pulmonary disease
- Kidney disease
- Asthma
- Obesity
- Substance use/abuse (drugs, alcohol, tobacco)
- Cancer
- Child abuse and neglect
- Alzheimer's disease/dementia
- Cardiovascular disease (stroke, coronary heart disease)

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

LaGrange 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
- Gun safety
- 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. 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

Parkview LaGrange Hospital will adopt Mental Health as a health priority as was selected for the Parkview Health region. LaGrange County will include Substance Use/Abuse and Suicide as part of the Mental Health priority.

As a continuation of the prioritization process, Parkview LaGrange Hospital held a community meeting on September 6, 2022 to engage LaGrange County community members to select two additional health priorities. This group of 39 stakeholders conducted a thoughtful review of the 2022 Community Health Needs Assessment (CHNA) data and engaged in a prioritization grid exercise, which involved examining the rank of the top 10 health priorities provided by the community, Amish respondents, and providers; summarized in the CHNA. Then participants were asked to rate significance, severity, suitability, and health disparity related to Social Determinants of Health, for each of the 10 priorities. Following this, participants were asked to vote on their top two recommendations. From this voting, the following health priorities were recommended as being top areas to address improvement efforts: Substance Use/Abuse, Obesity, and Child Abuse.

This information was taken to the LaGrange County mental health/substance use collaborative on September 15, 2022 to determine if the group wanted to continue to focus on Mental Health and Substance Use/Abuse collectively or establish two separate groups to work on improvement efforts in these health priorities. The collaborative elected to continue working on Substance Use/Abuse and Mental Health collectively. As a result, based on the recommendation of LaGrange County community partners, the following health priorities have been adopted from the 2022 CHNA: #1 Mental Health, Substance Use/Abuse, and Suicide, #2 Obesity, and #3 Child Abuse.

These recommendations were taken before Parkview LaGrange Hospital Board Quality on September 16, 2022 and Board Planning on September 23, 2022. Both governing bodies adapted the above health priority recommendations at those respective meetings.

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:

- 2019 Mental Health/Substance Use → 2022 Mental Health, Substance Use/Abuse and Suicide
- 2019 Obesity → 2022 Obesity
- 2019 Child Health → 2022 Child Abuse & Neglect

As we work to address prioritized health issues, we will build upon previous efforts. Community Health Improvement Staff, program leads, community nurses and partner organizations worked together to formulate the implementation strategy. The community health improvement committee, committee of the hospital board of directors, reviewed and adopted the implementation strategy on April 21, 2023.

Community Health Implementation Plan

Implementation strategies are illustrated below according to health priority.

Mental Health, Substance Use/Abuse, Suicide

Identified Health Need: Substance Use/Abuse				
Goal: Improve knowledge and awareness related to proper disposal of medications / drugs.				
Objective: Increase placement of educational resources and information by 25% throughout LaGrange County by 12/31/25.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Year-round drug take back education 	<ul style="list-style-type: none"> Number of flyers distributed in LaGrange County using baseline date of 1/1/23 	<ul style="list-style-type: none"> Provide educational flyers to external community partners Keep flyers on ambulances for medics to hand out as a need is identified Place flyers at Parkview Physician offices for distribution to patients 	<ul style="list-style-type: none"> Increased knowledge Reduced stigma Behavior change Community awareness and engagement 	<ul style="list-style-type: none"> Amish Safety Council Bowen Center LaGrange County Council on Aging LaGrange County EMS LaGrange County Mental Health / Substance Use Collaborative LaGrange County Parkview Physician's Group Providers LaGrange County Probation LaGrange County Schools LaGrange County Sheriff's Department Northeastern Center

Identified Health Need: Substance Use/Abuse

Goal: Ensure that individuals likely to respond to an overdose can take the appropriate steps to reverse an overdose.

Objective: Increase access to naloxone within the rural service area by 25% and provide training on overdose prevention and naloxone administration throughout LaGrange County by 12/31/25.

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Install a Naloxbox inside the Parkview LaGrange Hospital ED vestibule • Pursue Naloxone certification through Overdose Lifeline 	<ul style="list-style-type: none"> • # of Narcan packages obtained from Naloxbox as of 5/1/23 • # of individuals completing Naloxone certification • # of overdose prevention and Naloxone trainings completed 	<ul style="list-style-type: none"> • Narcan distribution • Educate staff and community 	<ul style="list-style-type: none"> • Increased access to Naloxone • Reduced stigma • Behavior change • Reduction in overdoses • Community awareness and engagement 	<ul style="list-style-type: none"> • Amish Safety Council • LaGrange County Council on Aging • LaGrange County EMS • LaGrange County Mental Health / Substance Use Collaborative • LaGrange County Parkview Physician's Group Providers • LaGrange County Schools • Parkview LaGrange Hospital ER

Identified Health Need: Suicide

Goal: Improve knowledge and awareness related to identifying signs in individuals at risk for suicide.

Objective: Increase participation in suicide prevention training by 25% throughout LaGrange County by 12/31/25.

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none">• Question, Persuade, Refer (QPR) adult suicide prevention training• Implementation of youth QPR training	<ul style="list-style-type: none">• # of participants trained in QPR throughout LaGrange County using baseline date of 1/1/23.	<ul style="list-style-type: none">• Add 4 additional certified QPR trainers by 12/31/23• Provide training to internal and external community partners• Provide referral information and resources to internal and external community partners	<ul style="list-style-type: none">• Increased knowledge• Reduced stigma• Behavior change• Reduction in suicide attempts and completions• Community awareness and engagement	<ul style="list-style-type: none">• LaGrange County Council on Aging• LaGrange County EMS• LaGrange County Mental Health / Substance Use Collaborative• LaGrange County Ministerial Association• LaGrange County Parkview Physician's Group Providers• LaGrange County Schools

Identified Health Need: Mental Health, Substance Use/Abuse

Goal: Increase understanding of mental illness, improve relationships with the community, particularly with mental health professionals, people with mental illness, and family members, and ensure the safety of officers, first responders, and civilians.

Objective: Increase participation in crisis intervention team (CIT) training by 25% throughout LaGrange County by 12/31/25.

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • CIT Training for law enforcement and first responders • CIT case review • CIT Coordinator Certification 	<ul style="list-style-type: none"> • # of people trained in CIT • # of cases reviewed • # of trends identified • # of referrals made • # of coordinators certified in CIT 	<ul style="list-style-type: none"> • Educate and certify law enforcement and first responders • Assess timeliness of mental health screenings 	<ul style="list-style-type: none"> • Improved management of patients • Reduced stigma • Behavior change • Increased referrals to treatment programs and resources • Improvement in timeliness of connection patients to treatment programs and resources 	<ul style="list-style-type: none"> • Benchmark Human Services • Bowen Center • LaGrange County EMS • LaGrange County Mental Health / Substance Use Collaborative • LaGrange County Sheriff's Department • Northeastern Center • Parkview Behavioral Institute • Parkview LaGrange Hospital ER • Noble County dispatch • Inspiration Ministries • Noble House Ministries • Common Grace Ministries

Obesity

Identified Health Need: Obesity				
Goal: Decrease rates of obesity				
Objective: Increase knowledge of healthy food by 25% as of 12/31/25 for LaGrange County students in grades K – 12.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
Harvest of the Month Taste Testing	<ul style="list-style-type: none"> # of program participants 	<ul style="list-style-type: none"> Provide opportunities to taste fruits and vegetables Provide opportunities to incorporate produce education into school curriculum 	<ul style="list-style-type: none"> Behavior change Increased knowledge Increased exposure to fruits and vegetables 	<ul style="list-style-type: none"> LaGrange County Obesity Collaborative LaGrange County Schools Parkview Youth Well-Being Team

Identified Health Need: Obesity				
Goal: Decrease rates of obesity				
Objective: Increase knowledge related to wellness and lifestyle by 25% throughout LaGrange County as of 12/31/25.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
Farmers Markets	<ul style="list-style-type: none"> # of people visiting LaGrange and Howe farmers market tables # of participants who engage in the wellness and lifestyle activities offered 	<ul style="list-style-type: none"> Offer nutrition and physical activity education and programming Collect data on increased knowledge and lifestyle change as a result of programming 	<ul style="list-style-type: none"> Behavior change Increased knowledge Community awareness and engagement Decreased body mass index (BMI) rates Decrease in the number of those identified as sedentary 	<ul style="list-style-type: none"> Cole Center Family YMCA Juvenile Detention Alternatives Initiative (JDAI) LaGrange Communities Youth Centers (LCYC) LaGrange County Obesity Collaborative LaGrange County Parkview Physician's Group Providers LaGrange County REMC Parkview LaGrange Hospital Dietitian & Veggie Rx Coordinator Purdue Extension Topeka Pharmacy

Identified Health Need: Obesity				
Goal: Decrease rates of obesity				
Objective: Increase access to physical activity by 25% as of 12/31/25 for LaGrange County community members.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> LaGrange Parks Trail Activity Signage LaGrange Parks Every Park, Every Trail Program 	<ul style="list-style-type: none"> # of participants completing Dallas Lake Park trail activities # of participants who participate in Every Park, Every Trail program # of participants providing feedback from programs 	<ul style="list-style-type: none"> Physical activity demonstrations Guided walks on 1st Saturday's monthly May – November annually 	<ul style="list-style-type: none"> Behavior change Increased knowledge Increase opportunity to be physically active Increased access to exercise opportunities Community awareness and engagement 	<ul style="list-style-type: none"> LaGrange County Obesity Collaborative LaGrange County Parks Department

Identified Health Need: Obesity				
Goal: Decrease rates of obesity				
Objective: Increase access and consumption of fresh produce in targeted populations by 25% and see a reduction in risk factors of those with obesity, diabetes, and hypertension throughout LaGrange County as of 12/31/25.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
VeggieRX Produce Prescription	<ul style="list-style-type: none"> # of vouchers redeemed for fresh produce # of produce providers involved in program # of participants providing feedback from program Improvement in blood pressure measurements Improvement in A1C levels 	<ul style="list-style-type: none"> Healthy lifestyle habit education Nutrition education Goal setting sessions Follow-up sessions 	<ul style="list-style-type: none"> Behavior change Increased knowledge Increased access to fresh produce Community awareness and engagement 	<ul style="list-style-type: none"> LaGrange County Farmers LaGrange County Obesity Collaborative LaGrange County Parkview Physician's Group Providers Parkview Community Well-Being Team

Identified Health Need: Obesity

Goal: Decrease rates of obesity and the effects of chronic disease.

Objective: Improve obesogenic risk scores and well-being behaviors of participants by 15% over baseline with program participants as of 12/31/25 throughout LaGrange County.

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none">• FitKids360 (a stage two pediatric obesity treatment program)	<ul style="list-style-type: none">• # program participants• Family nutrition and physical activity screening tool• Family biometric values• Retention rate• Lifestyle and behavioral surveys• Psychosocial functioning survey	<ul style="list-style-type: none">• Physician referral assessment• Goal setting sessions• Education sessions• Physical activities• Follow-up sessions	<ul style="list-style-type: none">• Behavior change• Increased knowledge• Decrease in the number of those who identify themselves as having frequent physical distress• Decrease in the number of those who identify themselves as having poor physical health	<ul style="list-style-type: none">• Area churches• Area colleges• LaGrange County Obesity Collaborative• LaGrange County Parkview Physician's Group Providers• Parkview Community Well-Being Team

Child Abuse

Identified Health Need: Child Abuse & Neglect				
Goal: Decrease rates of child abuse and neglect.				
Objective: Increase participation in child abuse & neglect training by 25% throughout LaGrange County as of 12/31/25.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Child Abuse & Neglect Panel Presentations Parent / Student School Resource Fairs 	<ul style="list-style-type: none"> # of program participants Evidence of gained knowledge from program evaluation # of referrals to community partners 	<ul style="list-style-type: none"> Education sessions Provide resource and referral information 	<ul style="list-style-type: none"> Behavior change Increased knowledge Community awareness and engagement Reduction in child abuse & neglect rates 	<ul style="list-style-type: none"> Bowen Center Children's 1st Center DCS LaGrange County Child Abuse & Neglect Collaborative LaGrange County Schools Northeastern Center SCAN

Identified Health Need: Child Abuse & Neglect				
Goal: Decrease rates of child abuse and neglect.				
Objective: Engage participation in child abuse & neglect campaign of 25% throughout LaGrange County as of 12/31/25.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
Blue Tire Campaign	<ul style="list-style-type: none"> # of community members engaging in social media campaign 	<ul style="list-style-type: none"> Weekly social media communication Provide education and referral information 	<ul style="list-style-type: none"> Behavior change Increased knowledge Community awareness and engagement Reduction in child abuse & neglect rates 	<ul style="list-style-type: none"> DCS LaGrange County Child Abuse & Neglect Collaborative LaGrange County Parkview Physician's Group Providers LaGrange County Schools SCAN

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:

- **Alzheimer's Disease / Dementia** – Hospital does not have expertise to effectively address the need. This need is being addressed by others within the Parkview Health system.
- **Asthma** – Individuals' inpatient and outpatient medical providers address the needs of those with asthma.
- **Cancer** – Hospital does not have expertise to effectively address the need. This need is being addressed by Parkview Cancer Institute.
- **Cardiovascular Disease** – While we are not addressing cardiovascular disease and diabetes specifically, we will be addressing obesity. Many of our outreach initiatives to address or prevent obesity will impact both of these areas in that interventions are similar for these health issues.
- **Chronic Obstructive Pulmonary Disease** – Hospital does not have expertise to effectively address the need. This need is being addressed by others within the Parkview Health system.
- **Kidney Disease** – Hospital does not have expertise to effectively address the need. This need is being addressed by others within the Parkview Health system.
- **Tobacco Use** – Community partner agencies in LaGrange County offer ongoing cessation classes to community members. Parkview LaGrange Hospital operates a tobacco free campus.

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 LaGrange County. For additional information about Parkview LaGrange Hospital's 2022 CHNA or 2023 Implementation Plan, please contact us.

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Board Approval

Approved by the Community Health Improvement Committee
of the Community Hospital of LaGrange, Inc. Board of Directors
21 April 2023