Parkview Whitley Hospital
2020 Implementation Strategies

PARKVIEW
HEALTH

Table of Contents

Commitment to the Community

Mission and Vision

As a community-owned, not-for-profit organization, Parkview Health is dedicated to improving your health and inspiring your well-being by:

- Tailoring a personalized health journey to achieve your unique goals
- Demonstrating world-class teamwork as we partner with you along that journey
- Providing the excellence, innovation and value you seek in terms of convenience, compassion, service, cost and quality

Within the four walls of Parkview Health facilities, there is an emphasis placed on providing "excellent care, every patient, every day." Another integral part of the mission takes place outside the four walls, in the communities that we serve and is accomplished through the community health improvement outreach programs which focus on improving access to healthcare and addressing identified community health needs especially serving vulnerable populations.
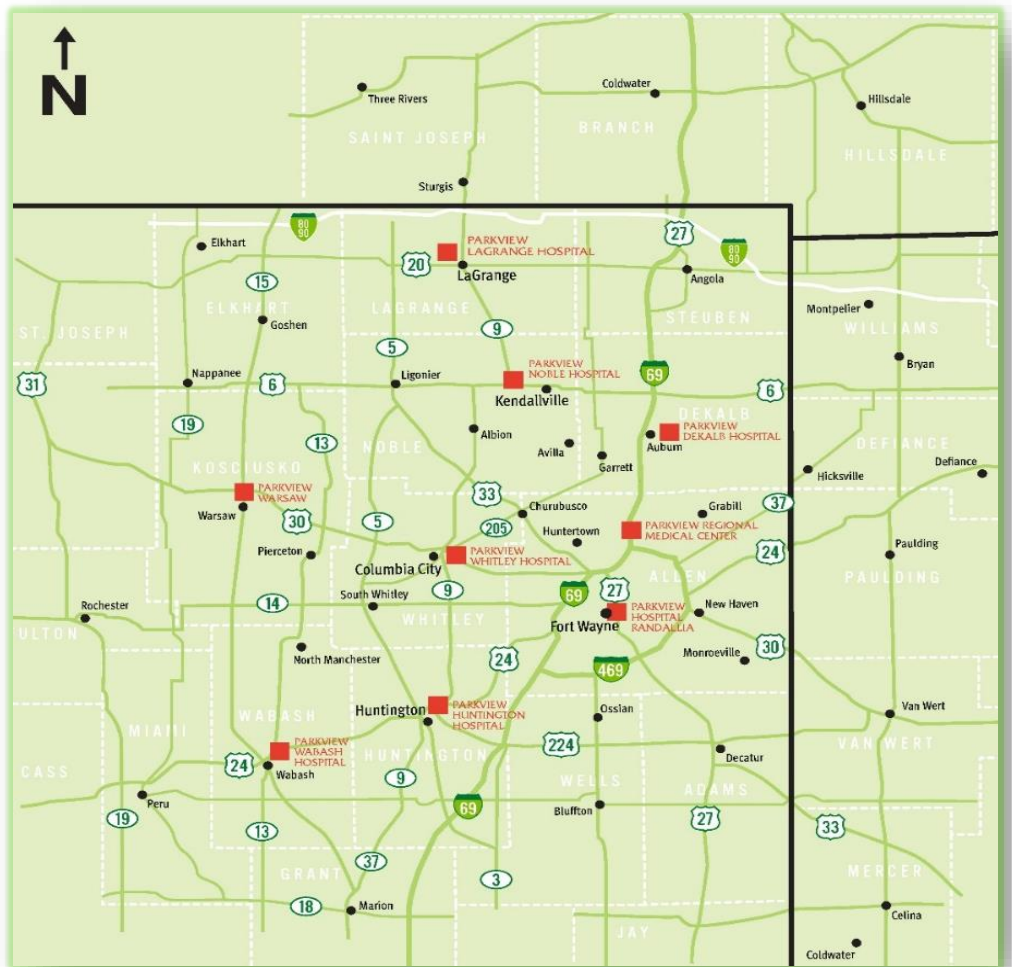

Figure 1: Parkview Health service area

Introduction

Parkview Health specialties include: heart, orthopedics, neuro, trauma, cancer and women's and children's. The number of beds for the health system totals 933. Parkview Health employs more than 13,000 employees, as well as more than 800 providers by Parkview Physicians Group, encompassing more than 40 specialties and more than 100 locations throughout northeast Indiana and northwest Ohio. Parkview Research Center has a long history of participating in clinical trials that test the efficacy of new technologies, pharmaceuticals and medical devices. The Research Center also provides a medical simulation lab that offers training of Parkview and independent providers to master new protocols and technologies.

Parkview Whitley Hospital operates on two campuses. The first is located in Columbia City, in Whitley County, with Emergency Rooms, Inpatient Unit, CCU, OB, Outpatient and Surgery, as well as an attached Medical Office Building that houses family medicine and multiple specialty practice clinics. The second location is in Warsaw, which is in Kosciusko County. Services in Warsaw include a stand-alone ER, outpatient services and Family Practice and Specialty practice offices. Because these two counties border each other, the proximity of these locations serve a broad area within northwest Indiana.

Parkview Whitley and Warsaw reside in bordering counties but do have some differences in their populations. Whitley County was home to 33,481 people as of 2017, and Kosciusko County had a population of 78,720. Whitley County has a slightly older population with an average age of 41 vs. Kosciusko County at 38. Whitley County is not racially/ethnically diverse with 95.7% white and no other group represented at a rate higher than 2%. Kosciusko County is 88.6% white and has an almost 8% Hispanic population. Due to this, we did a breakout survey, with a small group of Hispanics to be sure we captured that population due to language barriers. Parkview Whitley is the only hospital in the county and Kosciusko County has one other for-profit facility in the county. Whitley and Kosciusko counties have very close median household incomes, with both falling just over $57,000.[1]

Even though Parkview's patient service area extends over multiple counties, addressing population health priorities is based largely on the degree of accessibility that vulnerable populations possess to assistance programs, community resources, etc. To best improve the population health through our implementation strategy, Parkview Hospital, Inc. community health improvement initiatives will be provided primarily in the local community namely Allen County.

Parkview Whitley Hospital

- Parkview Whitley Hospital is a not-for-profit, community hospital and has been a member of Parkview Health since 1995.
- The facility is 140,000 square feet and sits on a campus of 25 acres.
- Parkview Whitley has 30 staffed/operating beds and approximately 353 full- and part-time employees

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[1] "2019 Community Health Needs Assessment Parkview Whitley Hospital, Whitley County," Community Health Improvement (Local Health Needs), Parkview Health, December 2019, https://www.parkview.com/community/community-health-improvement/local-health-needs.

- Parkview Warsaw operates as part of Parkview Whitley, offering a 24/7 Emergency Room, diagnostic Imaging, 3-D mammography, lab services, and rehabilitation Services. The facility also houses Family Practice physicians and Specialty Physician clinics.
- Parkview Warsaw is 86,000 square feet, located on 7 acres.

Community Served

The Health Resources and Services Administration identified a medically underserved population in the central, downtown area of Fort Wayne, Allen County.

The service area includes northeast Indiana, northwest Ohio and south-central Michigan. According to, Allen County has a total population of 375,351 and is considered an urban area. The poverty rate is 13.5%. [2]
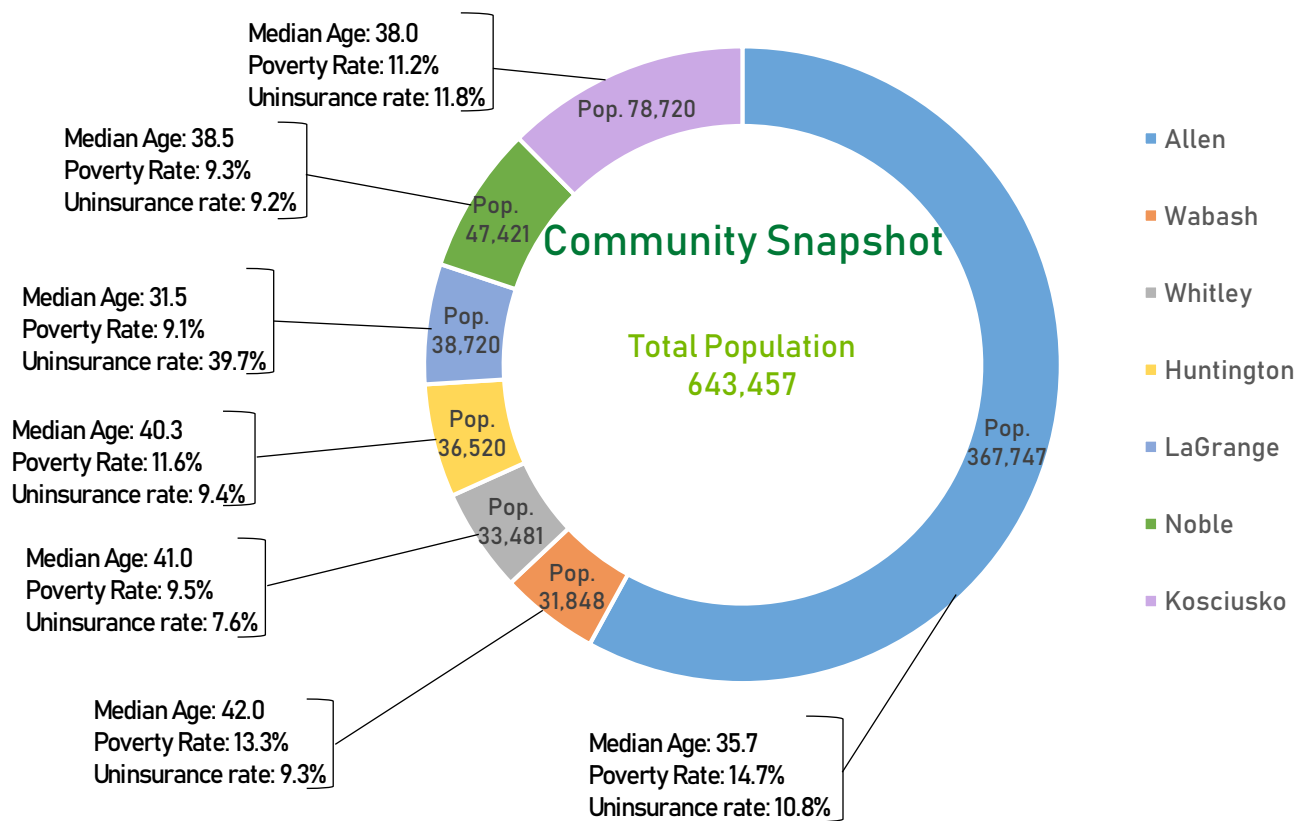

Community Snapshot

Total Population 643,457

Median Age: 38.0
Poverty Rate: 11.2%
Uninsurance rate: 11.8%
Pop. 78,720

Median Age: 38.5
Poverty Rate: 9.3%
Uninsurance rate: 9.2%
Pop. 47,421

Median Age: 31.5
Poverty Rate: 9.1%
Uninsurance rate: 39.7%
Pop. 38,720

Median Age: 40.3
Poverty Rate: 11.6%
Uninsurance rate: 9.4%
Pop. 36,520

Median Age: 41.0
Poverty Rate: 9.5%
Uninsurance rate: 7.6%
Pop. 33,481

Median Age: 42.0
Poverty Rate: 13.3%
Uninsurance rate: 9.3%
Pop. 31,848

Median Age: 35.7
Poverty Rate: 14.7%
Uninsurance rate: 10.8%
Pop. 367,747

Legend:
- Allen
- Wabash
- Whitley
- Huntington
- LaGrange
- Noble
- Kosciusko

Figure 2

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[2] "US Census Bureau (American Community Survey 2013-2017 Five-year Averages)." United States Census Bureau, July 1, 2018, https://www.census.gov/acs/www/data/data-tables-and-tools/data-profiles/2017/.

Ranking of Community Health Needs

The 2019 top-ranking indicators for Whitley and Kosciusko Counties are shown in Table 1. For Kosciusko County, three of the top five health concerns – cardiovascular disease, heart disease and diabetes, are etiologically and clinically related health issues. In Whitley County, cardiovascular disease, heart disease and diabetes are among the top tier as well. Both counties have a ranking of 6 or higher for diabetes; which is an underlying and closely related cause for the others. With this in mind, we chose to continue to focus on obesity, as a secondary focus. The primary focus will be on mental health/addictions. Comparing the 2016 and 2019 CHNA rankings for the Parkview Region, we see that Cardiovascular Disease (Rank 6 to 1) and Aging (Rank 12 to 5) moved to the top five. Changes in the methodology for calculating "size of the health issue" and "effectiveness of intervention" may have contributed to this change.

If we consider the top 10 health concerns in the region, another related need is identified: drug and alcohol use and addiction. Mental health disorders are one of the risk factors for developing substance use disorder. These rankings are indicative of interrelated and interconnected health conditions, providing a broader picture of the health issue experienced by the community and rendering credence to the methodology adopted for this purpose.

Health Need / Concern	Health Indicator	2019 Rank								2016 Rank
		Allen	Huntington	Kosciusko	LaGrange	Noble	Wabash	Whitley	Avg. Rank	
1. Cardiovascular Disease	Stroke Hospitalizations	1	2	1	1	1	1	1	1.1	6
	Heart Disease Hospitalizations	1	1	1	1	1	1	3	1.3	
2. Diabetes	Adults 20+ ith Diabetes	1	2	1	1	1	1	3	1.4	3
3. Aging	Alzheimer's Disease	5	4	4	1	4	4	3	3.6	12
4. Obesity	Adults 20+ who are Obese	5	6	6	1	4	4	3	4.1	2
5. Drug & Alcohol Use and Addiction	Non-Fatal ED Visits due to Opioid Overdoses	1	4	4	12	10	4	11	6.6	5
6. Mental Health	Percent of Population with Frequent Mental Distress	7	7	7	10	6	7	7	7.3	10
Drug & Alcohol Use and Addiction	Adults who Drink Excessively	8	7	8	6	6	10	9	7.7	5
7. Tobacco Use	Adults who Smoke	8	7	12	8	8	8	7	8.3	1
8. Maternal Child Health	Child Abuse and Neglect	10	10	17	6	8	8	1	8.6	4

Table 1: Top Ranking Health Indicators (2019 CHNA Page 55)[3]

CHNA/Implementation Strategy Process

Based on the 2019 community health needs assessment (CHNA) results, and discussions with our internal team along with external partner organizations, we plan to continue to build on previous health initiatives, as well as dedicate ourselves to look into new areas of concern. Oftentimes, these areas are connected.

For example:

Cardiovascular disease, diabetes and obesity are very closely connected and thus we chose to continue working on that front as our secondary priority in Whitley and Kosciusko counties.

Drug and alcohol abuse and mental health are very closely related. Thus we chose to focus our number one priority as Mental Health/Substance Use Disorder. In the case of Whitley County, we felt that the unusually high ranking of Maternal Child Health may also be connected to the drug use. Often the neglect of children as well as abuse and abandonment are the result of mental health issues and/or substance abuse.

In Whitley County we have also hired a Community Nurse, who will be helping to address the current health needs, especially those we are focusing on.

The Community Health Improvement Committee, a committee of the hospital board of directors, reviewed and adopted the implementation strategy on **May 14, 2020**.
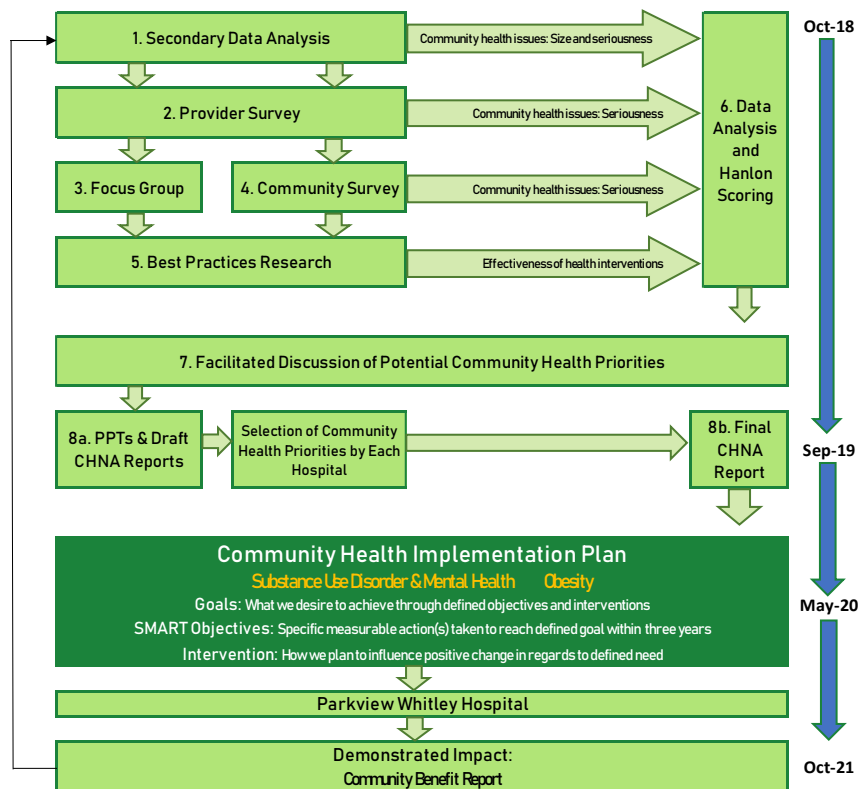

Figure 3: Key activities of the CHNA and implementation strategy development

Prioritization Process

A modified Hanlon Method prioritized health concerns for Parkview Health hospital communities. This method, also known as the Basic Priority Rating System (BPRS) 2.0, is recommended by the National Association of County and City Health Officials (NACCHO) for prioritizing community health needs (Guide-to-Prioritization-Techniques.pdf, n.d.). Although complex to implement, it is useful when the desired outcome is an objectively selected list. Explicit identification of factors must be considered to set priorities which enables a transparent and replicable process. Priority scores are calculated based on the size of the health problem, seriousness of the health problem and the availability of effective health interventions.

The Indiana Partnership for Health Communities presented an overview of the Regional CHNA findings on July 16, 2019 to attendees representing the Parkview Health System. In total over 60 individuals participated in the prioritization process, including representatives from hospital service lines, community hospitals, healthcare providers/physicians, executive leadership team, community health and the board of directors. After a thorough review of the data and considerable discussion, the group used an electronic voting system to rank the various health needs identified in the CHNA. Ultimately, the group voted on **Substance Use Disorder/Mental Health**, as the shared health priority across the health system.

Community Health Implementation Plan

Community health needs that Parkview Whitley/Warsaw Hospitals will address:

1. Substance Abuse Disorder/Mental Health
2. Obesity

Substance Abuse Disorder/Mental Health

Identified Health Need: Substance Abuse Disorder/Mental Health				
Goal: Improved assessment number of residents that receive mental health services				
Objective: Increase number of people receiving services in our three partner agencies for mental health by 10% (Whitley County Consolidated Schools, Mission 25 & The Center)				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
• Mission 25 – Prevention, Transition, Restoration for the homeless	• 84% of those served have mental/behavioral health barriers and 70% have substance use disorders • # of program participants with improved assessments upon completion of the program	• Safe sleep education offered at no cost • Safe sleep kit (including pack 'n plays, pacifier, sleep sack) distributed to vulnerable pregnant women/new mothers	• Behavior change • Increased knowledge	• Safety Pin Grant Team
Planned Resource Commitment: $50,000 Annually				

Identified Health Need: Substance Use Disorder/Mental Health and Maternal/Child Health				
Goal: Improved mental health for moms will improve the care for children				
Objective: Increase number of moms attending Mom's Support Groups by 20% and increase coupon distributions by 10%				
Program	**Indicator**	**Interventions**	**Anticipated Impact**	**Internal/External Partners**
• BABE- incentive based program for expectant moms and children under age 5	• Lack of prenatal care in early pregnancy • Number of coupons distributed indicates the need for the program	• Classes to educate moms and give them peer connections while learning • Physicians visits get coupons, reinforcing the positive behaviors needed to parent healthy children	• Behavior change • Increased knowledge	• BABE of Whitley County
Planned Resource Commitment: $5,000 Annually				

Identified Health Need: Substance Abuse Disorder/Mental Health				
Goal: Increase the number of students receiving mental health services				
Objective: Increase number of students receiving mental health services from the previous school year				
Program	**Indicator**	**Interventions**	**Anticipated Impact**	**Internal/External Partners**
• Improving mental health services to our children	• Student behavioral issues, often resulting in disciplinary actions	• Increased availability of licensed therapists at the middle and high school levels • Training and support for staff to detect/understand/address mental health concerns • On-call therapists to work with students in immediate need	• Improved student mental health • Reduced student suspensions/ expulsions • Increased number of students/families receiving mental health services	• Whitley County Consolidated Schools
Planned Resource Commitment: $30,000 Annually				

Identified Health Need: Substance Abuse Disorder/Mental Health

Goal: Improved assessment number of residents that receive mental health services

Objective: Improve mental health assessment from intake to final assessment by at least 30% for each resident

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
• Transitional recovery residence for the homeless	• 84% of those served have mental/behavioral health barriers and 70% have substance use disorders • # of program participants with improved assessments upon completion of the program	• Classes, counseling, structured lifestyle • Support • AA/NA	• Behavior change • Coping skills added • Lifestyle changes	• Mission 25

Planned Resource Commitment: $15,000 Annually

Identified Health Need: Substance Abuse Disorder/Mental Health

Goal: Improved self-image/awareness that leads to mentally healthy adults

Objective: 80% of students surveyed will report a sense of belonging AND 50% will demonstrate an increased sense of purpose

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
• Healthy Youth Just Don't Happen	• Youth often have little sense of purpose and belonging, playing a role in their mental health • Broken families and dysfunction are the norm in most families in their programs	• Social and emotional learning through positive role models around research-based principles • Demonstrating through action how to act in positive, responsible ways	• Students will have an increase sense of belonging • Increased sense of purpose	• The Center for Whitley County Youth

Planned Resource Commitment: $8,000 Annually

Obesity

Identified Health Need: Obesity				
Goal: Reduce the risk of developing Type 2 diabetes				
Objective: Participants who complete the program will reduce their risk of Type 2 Diabetes by losing 7% of their body weight				
Program	**Indicator**	**Interventions**	**Anticipated Impact**	**Internal/External Partners**
• DPP-Diabetes Prevention Program	• More than 21 million Americans have Type 2 diabetes • August 2019 A1C screening of 36 participants had 8 in the pre-diabetic range	• Educational Sessions to facilitate behavioral change, motivation • Free membership at the YMCA for 6 months • A1C screening performed three times during the 12 month program	• Behavior change • Increased knowledge and awareness	• Kosciusko County YMCA
Planned Resource Commitment: $5,000 Annually				

Identified Health Need: Obesity				
Goal: Increased activity for children in the summer and a meal at lunchtime				
Objective: To see at least 75% of parents respond that their children are more active due to this program, and that 75% of parents respond it takes the worry out of providing a lunch for their child(ren)				
Program	**Indicator**	**Interventions**	**Anticipated Impact**	**Internal/External Partners**
• Kids Connect–Summer Lunch and Activity	• 89 children under age 18 participated in 2019, averaging 20 each day • Some children are alone all day in the summer and have little activity	• Provide a free, balanced meal five days a week for children 18 & under • Provide an activity after the meal each day	• Children will have a midday meal Monday–Friday in the summer • Activities will help to keep children mentally and physically fit in the summer	• One Community
Planned Resource Commitment: $2,000 Annually				

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:

- Aging: Aging and In-Home Services of Northeast Indiana (AIHS) serves older adults, persons with disabilities and their caregivers in nine counties in northeast Indiana. This not-for-profit, community-based organization is a federal and state designated Area Agency on Aging and an Aging and Disability Resource Center which provides a streamlined access to information, care options, short-term case management and benefits enrollment across a spectrum of long-term care services. Through the Care Transitions program, AIHS partners with Parkview Health to reduce Medicare readmissions. In addition, the agency serves as the initial coordinator and fiscal agent for Honoring Choices® Indiana, which is an initiative committed to promoting and sustaining advance care planning (ACP) across the state to ensure individuals' future healthcare preferences are discussed, documented and honored. Through Honoring Choices®, Parkview and AIHS work together to train ACP facilitators, promote best practice and increase public awareness about the value of discussing healthcare decision making in advance of medical crisis.

- In Whitley County there is also a very active and comprehensive senior center that Parkview Whitley Hospital works with by providing the Community Nurse for educational opportunities and speakers. This organization also provides the only public transportation to seniors in the community.

- Tobacco Use: Kosciusko County has a tobacco free program and it seems to struggle with making an impact. Whitley County has no tobacco cessation programs/groups. However, Parkview Whitley and Kosciusko County hospitals have tobacco cessation programs available.

- Diabetes & Cardiovascular Disease: While diabetes and cardiovascular disease are not on our list of priorities, they are very often linked to obesity and if obesity is impacted then these will likely follow.

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. Thus we chose to focus on obesity and mental health/addictions is a huge need for all of the rural communities in the area.

For More Information

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Board Approval

Approved by the Community Health Improvement Committee

of the Parkview Hospital, Inc. Board of Directors

May 2020

References

"2019 Community Health Needs Assessment Parkview Whitley Hospital, Whitley County," Community Health
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