

**Pine Rest Christian Mental Health Services  
Community Health Needs Assessment Plan  
March 2019**

The Affordable Care Act contains provisions that require hospitals to conduct or participate in a Community Health Needs Assessment (CHNA). In order to maintain non-profit status, hospitals are required to respond to the identified needs by using their community benefit dollars to impact the community needs identified in the CHNA report. This document presents the outcomes of the 2018 Pine Rest Board approved plan and contains a new plan for 2019 that has been approved by the Cross Divisional Team. It is presented for the Board's approval.

**Background**

The law requires that a new CHNA be conducted every three years. Pine Rest has participated in the completion of a third CHNA with other local hospitals and the Kent County Health Department. It was published in January 2018 and is posted on the Pine Rest website. Following completion of the report, the following priority health issues were identified:

- Mental Health
- Substance Abuse
- Obesity
- Poor Nutrition

Pine Rest leadership staff has reviewed the priorities and identified those that will be addressed with Pine Rest community benefit funds during 2019. The following describes the strategies to be implemented, the rationale for the strategies, how the organization will measure the impact, and the source of community benefit funds that will be used to fund the strategy.

The priority health issues that will not be addressed in Pine Rest's plan include Obesity and Poor Nutrition. Pine Rest's expertise is in behavioral health care. Pine Rest intends to focus allocation of resources on the priority needs of the community that fit within that expertise.

**Pine Rest Strategies for 2019**

The 2017 Kent County Community Health Needs Assessment identified that 1 in 4 people do not have adequate access to behavioral healthcare and that for individuals with serious mental health or substance use disorders, almost half go without necessary treatment. While Kent County has slightly better access to behavioral health providers than Michigan as a whole in looking at the "Ratio of Population to Mental Health Providers" measure (Kent County: 384:1; Michigan: 460:1), it also noted that there are portions of the county that experience limited ability to access a behavioral health provider. This is especially true in the northern portion of the county. As a result access to mental health care is limited for many individuals in Kent County.

The CHNA also identified suicide rates for Kent County. It notes that while the suicide rate in Kent County is lower than the rate for the State of Michigan, it has increased by 25% between 2012 and 2016. Suicidal ideation and attempt data of youth is also troubling. The CHNA states that one in five middle schoolers report ever having considered attempting suicide and 16% of high schoolers reported that they have considered attempting suicide in the last 12 months.

Pine Rest's planned strategies outlined below will address these issues and seek to improve access to mental healthcare and substance abuse services as well as suicide prevention.

### **CHNA Priority Health Issues: Mental Health and Substance Abuse**

**1. Pine Rest Strategy:** Initiate staff training and implementation of a community-wide suicide reduction strategy using the Zero Suicide model.

**Rationale:** The 2017 Community Health Needs Assessment identified that suicide is the eighth leading cause of death in Kent County and the tenth leading cause of death in the State of Michigan. It goes on to cite that in the U.S., one person dies by suicide every 13 minutes. For every person who completes suicide, more than 25 attempt suicide and survive. As a leading community behavioral healthcare provider, Pine Rest will participate in partnerships with other community health providers to implement Zero Suicide processes regionally. Pine Rest will host a two day Zero Suicide Institute training and will complete an organizational self-study in 2019. The Pine Rest Foundation awarded funds for training and implementation of this initiative.

**2. Pine Rest Strategy:** Increase the number of specialty psychiatric providers in Kent County, Michigan.

**Rationale:** Pine Rest would like to increase capacity to provide specialty services to individuals with substance use disorders as well as those that require forensic psychiatry services. To this end, Pine Rest has developed an Addiction Fellowship Program to train psychiatry residents to treat individuals with substance use disorders. In addition, development of a Forensic Psychiatry Fellowship Program will be initiated. The goal established for 2019 is to have two fellows participating in the Addiction Fellowship Program. Pine Rest will also develop the Forensic Psychiatry Fellowship Program, with anticipated implementation in 2020. There are Pine Rest Board designated operational funds and well as Pine Rest Foundation Grant funds that allow fellowships to continue to be sustainable at Pine Rest.

**3. Pine Rest Strategy:** Establish a Consultation Liaison Plus Program that would provide psychiatry and social work assessment, as well as care navigation, in community healthcare settings that do not have access to these specialties. This program was intended to be implemented in 2018; however, it was delayed. The program is now slated to be implemented in May 2019.

**Rationale:** The Consultation Liaison Plus Program will allow for mental health and substance use providers to conduct assessments, at the Psychiatrist and Social Worker level, in various settings in the community (local hospitals for example) that lack these resources. This program will also feature care coordination as needed. The Pine Rest Foundation awarded funds

for the development of this program to improve access to mental health and substance abuse providers.

**4. Pine Rest Strategy:** Provide no-cost mental health outreach and engagement services in collaboration with community organizations.

**Rationale:** The Community Health Needs Assessment notes that of the top barrier reported in relation to accessing mental health services was cost (44.7%). Pine Rest has operated a program called “Caring Communities” for over ten years. The services are provided in collaboration with community organizations that provide services to families with low incomes. Pine Rest clinicians utilize non-traditional outreach mental health services to engage individuals who are underserved in the community and may not otherwise receive traditional mental health services. There are Pine Rest Board designated community benefit funds and patient assistance fund dollars that allow these services to be provided at no cost to the community.

**5. Pine Rest Strategy:** Establish an urgent care center to provide care to those with primary behavioral health needs.

**Rationale:** The Community Health Needs Assessment notes that of the third most prevalent barrier reported in relation to accessing mental health services was that they did not know who to call (27.3%). Pine Rest will establish an urgent care center for those who are experiencing urgent behavioral healthcare concerns. The urgent care center will initially provide care to adults 18 years and older. Pine Rest will look to expand these services in future years. There are Pine Rest Board designated operational funds that allow for the establishment of this service. This service was developed throughout 2018. The service is slated to open on April 15, 2019.

**6. Pine Rest Strategy:** Establish a transitional housing program for youth aged 17 to 24 who are exiting the foster care system. The program will focus on development of skills to set them up for success when they exit the program.

**Rationale:** The current foster care system in Michigan focuses on ensuring children are safe and receive the treatment they need as they grow. Oftentimes, children aging out of the foster care system lack the required life skills to be successful on their own. Pine Rest will establish a transitional housing program that will provide a safe place to live that also focuses on skill development. The Pine Rest Foundation has funded the development of this program beginning in 2019.

**7. Pine Rest Strategy:** Design a short-term program for youth with Intellectual Developmental Disorders as an alternative to Emergency Department boarding in collaboration with community partners.

**Rationale:** Youth diagnosed with an Intellectual Developmental Disabilities coupled with significant behavioral challenges are often evaluated and remain in the Emergency Department due to lack of appropriate placement in the community for short term behavioral intervention. This program will be designed to meet the needs of this population and provide

Applied Behavioral Analysis interventions as appropriate. Design of this service will be funded by a combination of community (including Pine Rest) resources in addition to grant funds.

The table on page 4 labeled “Pine Rest CHNA Plan for 2019” summarizes the plan described here and includes how we will measure the impact of each strategy.

The table on page 5 “Pine Rest CHNA Outcomes for 2018” contains the plan that the Pine Rest Board of Directors approved last year and provides the actual outcomes data for each strategy.

**Pine Rest CHNA Plan for 2019**

| <b>Needs to be Addressed:<br/>Mental Health<br/>Substance Abuse</b>    | <b>Strategy to Meet the Need</b>  | <b>How the Impact will be Measured</b>  | <b>Pine Rest Investment</b>   |
|--|---|---|---|
| Mental Health & Substance Abuse (also known as Substance Use Disorder) | Initiate staff training and implementation of a community-wide suicide reduction strategy using the Zero Suicide model.   | <ol style="list-style-type: none"> <li>1. Establish partnerships with local community health providers to implement the Zero Suicide Initiative.</li> <li>2. Host two day Zero Suicide Institute.</li> <li>3. Complete an organizational self-study.</li> </ol> | Pine Rest Foundation Grant Funds  |
| Mental Health & Substance Abuse  | <p><b>Increase the number of specialty psychiatric providers:</b></p> <ol style="list-style-type: none"> <li>1. Initiate the inaugural year of the Addiction Fellowship Program</li> <li>2. Initiate development of a Forensic Psychiatry Fellowship Program</li> </ol> | <ol style="list-style-type: none"> <li>1. Two fellows will participate in the inaugural year of the program</li> <li>2. The Forensic Fellowship program will be developed this year, with target implementation in 2020.</li> </ol>                             | <ol style="list-style-type: none"> <li>1. Operational investment in program development</li> <li>2. Pine Rest Foundation Grant Funds</li> </ol> |
| Mental Health & Substance Abuse  | Provide no-cost mental health outreach and engagement services in collaboration with community organizations.   | A minimum of 2,000 hours of service will continue to be provided.   | Patient Assistance Fund   |
| Mental Health & Substance Abuse  | Establish the Consultation Liaison Plus Program.  | The program will be implemented in May 2019.  | Pine Rest Foundation Grant Funds  |

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|---------------------------------|---|---|--|
| Mental Health & Substance Abuse | Establish an urgent care center to treat individuals with primary behavioral health concerns.                                       | The urgent care center will open on April 15 <sup>th</sup> , 2019   | Operational investment in program development                |
| Mental Health & Substance Abuse | Establish a transitional housing program for youth ages 17 to 24 who are aging out of the foster care system.                       | The 5-bed program will be developed by the close of 2019.   | Pine Rest Foundation Grant Funds                             |
| Mental Health                   | Design a short-term program for youth with Intellectual Developmental Disorders as an alternative to Emergency Department boarding. | The organization will have a business plan completed by the end of 2019 that includes a sustainable funding source. | Operational investment and grant funds to design the program |

**Pine Rest CHNA Outcomes for 2018**

| <b>Needs to be Addressed:<br/>Mental Health<br/>Substance Abuse</b> | <b>Strategy to Meet the Need</b>   | <b>How the Impact will be Measured</b>  | <b>Pine Rest Investment</b>                   | <b>Outcomes for 2018</b>   |
|---|--|---|---|--|
| Mental Health & Substance Abuse                                     | Increase the number of providers who provide services via Telemedicine.  | The number of providers will increase from 28 in 2017 to 56 in 2018.  | PRF Grant-<br>One Pine Rest Initiative        | A total of 63 providers provided services via Telemedicine in 2018.  |
| Mental Health   | <p><b>Increase the number of specialty psychiatric providers:</b></p> <ol style="list-style-type: none"> <li>1. Initiate the second year of the Child &amp; Adolescent Fellowship Program</li> <li>2. Implement the Geriatric Psychiatry Fellowship Program</li> </ol> | <ol style="list-style-type: none"> <li>1. Two fellows will participate in the second year of the program</li> <li>2. One fellow will participate in the inaugural year of the program.</li> </ol> | Operational investment in program development | <ol style="list-style-type: none"> <li>1. Two fellows participated in the second year of the program.</li> <li>2. One fellow participated in the inaugural year of the program.</li> </ol> |
| Mental Health & Substance Abuse                                     | Establish the Consultation Liaison Plus Program.   | The program will be established and ready to be implemented by the end of 2018.   | PRF Grant – Consultation Liaison Service      | The program implementation was delayed. The program will be started in 2019.   |
| Mental Health & Substance Abuse                                     | Provide no-cost mental health outreach and engagement services in collaboration with community organizations.  | A minimum of 2,000 hours of service will be provided.   | Patient Assistance Fund                       | A total of 2,038.5 hours of mental health outreach & engagement services were provided in 2018.  |

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| <p>Mental Health &amp; Substance Abuse</p> | <p>Establish an urgent care center to treat individuals with primary behavioral health concerns.</p> | <p>The urgent care center will be established by the end of 2018.</p> | <p>Operational investment in program development</p> | <p>Pine Rest invested operational funds into planning and developing the Urgent Care Center. The Urgent Care Center is scheduled to open on April 15<sup>th</sup>, 2019.</p> |
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