



Menninger

The Menninger Clinic  
Community Health Needs Assessment  
Implementation Plan  
2025

## 2025 Implementation Strategy

Based on information gathered through Menninger's 2024 Community Health Needs Assessment (CHNA), the mental health needs below were identified as significantly affecting persons with mental illnesses in the community that Menninger serves. The community served by Menninger is distinguished by two populations: 1. patients served by Menninger's inpatient services and 2. patients served by Menninger's outpatient services. In assessing the responses, we found that there is some crossover of needs for both inpatient and outpatient care, including limitations from insurance coverage, limited access for assessments, barriers in transportation, stigma, and knowledge, and a shortage of mental health professionals.

### Crossover needs for Inpatient and Outpatient

- Limitations from insurance and payment gaps
- Limited access to assessments & screenings
- Barriers to treatment due to transportation, stigma, and knowledge gaps
- Shortage of trained mental health professionals

### Identified Needs for the Inpatient Community

- High care costs and insurance gaps
- **Shortage of pediatric inpatient beds**
- **Inconsistent service access due to socioeconomic and geographic factors**
- Limited access to mental health screenings and early treatment
- Stigma hindering help-seeking
- Shortage of trained mental health professionals
- **Lack of coordinated and integrated care**
- **Lack of education about mental health**

### Identified needs for the Outpatient Community

- **Lack of affordable services where people live and work**
- Insurance payment limitations
- Barriers to treatment include transportation, stigma, and knowledge gaps
- **Long waits for treatment**
- Shortage of mental health professionals
- Limited assessments available to improve diagnosis

## Populations served

The community served by Menninger is broken out between patients served through Menninger’s inpatient services and patients served through Menninger’s outpatient services. Defining two distinct communities for this CHNA allows Menninger to more effectively gather input and focus its resources to address identified significant health needs, targeting areas of greatest need. The inpatient group serves mental health needs for patients—43% from Greater Houston—while the outpatient community accounts for over 70% of patients, mainly from the Greater Houston area. This focus allows Menninger to optimize resources for addressing significant health needs.

### Inpatient community

The 2024 CHNA defines the inpatient community by focusing on the complex and unique mental health needs of the patients treated at Menninger as opposed to a geographic area. Menninger’s inpatient programs serve patients from across the United States and internationally, with patients originating from outside the nine-county Greater Houston area. For patients who seek inpatient treatment at Menninger, the severity of their mental illness, as well as the types of disorders most commonly treated, provide a better definition for “community served by the hospital.”

Efforts have been made to include primary input for specific treatment programs and services provided at Menninger, including research and education activities, which impact services provided at many organizations nationwide and seek to improve mental health in the broader community.

### Outpatient community

For the 2024 CHNA, the outpatient community will be defined as the Houston-The Woodlands- Sugarland Metropolitan Statistical Area (MSA), also known as Greater Houston, where more than 76 percent of the outpatient population served by Menninger resides. Greater Houston consists of nine counties: Harris, Fort Bend, Montgomery, Brazoria, Galveston, Liberty, Waller, Chambers and Austin. This reflects the 2022 CHNA defined Harris County as Menninger’s primary community. However, defining a broader region more accurately reflects the expanding geographic boundaries of the Houston area and allows Menninger to target resources to areas of greatest need and mental health disparities.

## Implementation Strategy for Crossover Inpatient & Outpatient Needs

- **High care costs and insurance gaps:** Since 2022, The Menninger Clinic has contracted with multiple insurance plans to help reduce the cost of care. In December 2025, we added a contract with Blue Cross Blue Shield to the existing contracts with Aetna, Cigna, ComPsych, Magellan, and UnitedHealthCare. BlueCross BlueShield represents 25% of the commercial insurance market in Texas; combined with our other insurance contracts, this should make Menninger services available to most of commercially insured consumers.

As of November 30, 2025, the Philanthropy Department has secured \$13.7M in charitable support for The Menninger Clinic Foundation, advancing access to patient care and driving innovation across education and training, community initiatives and research, including \$1.1 million in support of Menninger's Charitable Assistance Fund. This fund ensures that patients—regardless of financial circumstances—can receive the comprehensive care necessary for long-term recovery and closing the gap between need and access.

In alignment with our commitment to equitable mental health care, we secured over \$100,000 in restricted funding for community-based initiatives focused on early intervention, prevention, and education for young people, as well as education and training programs benefiting both youth and adults, such as the training, psychoeducation, and therapy services we provide on-site in Trinity, TX to young adults supporting almost 1,500 youth at YMCA Camp Cullen.

In collaboration with Home Base, a partnership of the Red Sox Foundation Massachusetts General Hospital, Menninger provides outpatient assessment, therapeutic and medication management services to address the invisible wounds of veterans and their families at no cost and regardless of discharge status. Services are available virtually and in person at The Menninger Clinic.

- **Limited access to mental health screenings and early treatment:** The Menninger Assessment Center has added individual outpatient assessments to help expand access to mental health screenings, including assessments for Autism Spectrum Disorder, ADHD and learning concerns, anxiety and compulsion, cognitive changes, and more. The Menninger Clinic also began offering EEGs in 2025, so that those staying on an inpatient unit in need of an EEG for evaluation or brain stimulation treatments do not have to be transported off campus. The Menninger Clinic also

offers onsite neurology and sleep medicine consultations in order to provide a full evaluation of mental health and neurological symptoms.

Through community-based services, Menninger offers a universal wellness screening at Lamar High School to provide a comprehensive approach to the early identification and support of students and families with mental health challenges. We also provide psychosocial assessments and other evidence-based assessments to all individual therapy clients throughout our partnerships with YMCA Camp Cullen, DePelchin Children's Center, Windsor Village Church, and Justice Forward.

Home Base program provides extensive assessments to veterans and their families throughout treatment to monitor progress and measure outcomes.

- **Barriers to treatment include transportation, stigma, and knowledge gaps:**

Menninger 360 is a PACT community integration program in which wraparound mental health support services are offered in the home or community settings to three counties in the greater Houston area. The design of the program ensures care is available for those whose schedules, symptoms, or disabilities have made it difficult for them to participate in mental health treatment in the past. Since treatment often takes place in a client's home, transportation or stigma barriers are more easily overcome.

We provide a variety of community-based services onsite at partner locations or virtually. We provide training, psychoeducation, and therapy services on-site in Trinity, TX to young adults supporting almost 1,500 youth at YMCA Camp Cullen. Through our collaboration with A Lighted Path and DePelchin Children's Center, we provide therapy, peer groups, and psychoeducation to vulnerable young adults who have aged out of foster care. And through our partnerships with Justice Forward and Windsor Village Church, we deliver therapeutic services to underserved and justice-involved adults in the community.

The Menninger Clinic actively works to erase the stigma from seeking mental health and substance use care. We publish two podcasts, Mind Dive and Recovery Playbook, that aim to educate healthcare professionals and consumers about mental health topics and substance use recovery. In addition, Menninger runs an active media relations program that provides subject matter experts for commentary and interviews with local and national news outlets, such as local CW 39 or Fox 26 or national Becker's Healthcare. Our Speaker's Bureau experts speak locally and nationally to numerous community organizations, school groups, and

mental health organizations to educate and decrease stigma. Finally, Menninger operates robust social media channels aimed at educating the public on mental health topics, destigmatizing discussion around mental health, and debunking mental health social media trends.

In collaboration with Home Base, a partnership of the Red Sox Foundation Massachusetts General Hospital, Menninger provides marketing outreach to and collaboration with veteran associations and events to create awareness and reduce stigma around mental health.

- **Shortage of trained mental health professionals:** Training and education of the next generation of mental health professionals is a founding value of The Menninger Clinic and the predominant factor in our relocation from Topeka, KS to Houston, TX. Menninger offers a variety of high-quality clinical training opportunities for mental health professionals and serves as the training hospital arm for Baylor College of Medicine's Menninger Department of Psychiatry and Behavioral Sciences. Approximately 300 trainees from Baylor College of Medicine (BCM) and other local and national programs come to the clinic each year to complete clinical training.

Menninger provides clinical supervision and classroom training to trainees in the following programs:

- BCM General Psychiatry Residency
- BCM Child and Adolescent Psychiatry Residency
- BCM Addictions Psychiatry Fellowship
- Postdoctoral Training Program in Clinical Psychology and Psychology Internship Programs
- Postgraduate Fellowship in Clinical Social Work and Social Work Internship Programs
- Betty Ann Stedman Nurse Residency Program, internships in hospital chaplaincy, occupational therapy, recreational therapy and others
- Licensed Professional Counselor (LPC) Associate Fellowship
- Summer Menninger Undergraduate Research Fellows (SMURF) Research program
- Continuing educational programs for mental health professionals in the Greater Houston community, including annual programs on ethics and cultural sensitivity

## Implementation Strategy for Identified Inpatient Needs

- **Shortage of inpatient pediatric beds:** The Menninger Clinic collaborates with Texas Children's Hospital to allow for ease of transfer for adolescent patients in need of inpatient psychiatric care.

Our Adolescent Treatment Program is housed in a flexibly designed unit that allows us to expand inpatient access during times of increased community need.

In addition, the Adolescent Patient Assistance Fund created in 2025 provides access to adolescent patients who couldn't otherwise afford inpatient care at The Menninger Clinic or another inpatient psychiatric facility.

- **Inconsistent service access due to socioeconomic and geographic factors:** In-network contracts with most major health insurance companies help The Menninger Clinic to provide access to those who may not otherwise be able to afford to pay out of pocket for inpatient mental healthcare. With the addition of BlueCross BlueShield in 2025, Menninger now has in-network contracts with most major commercial insurance companies. Additionally, our philanthropy department works to secure grants and charitable donations to support access to mental healthcare, including \$1.1 million in support of Menninger's Charitable Assistance Fund. This fund ensures that patients—regardless of financial circumstances—can receive the comprehensive care necessary for long-term recovery and closing the gap between need and access.
- **Lack of coordinated and integrated care:** The Menninger Clinic provides a coordinated continuum of care from outpatient assessments and therapy to Intensive Outpatient Programs, Partial Hospitalization/Day Programs, to Community Integration, Residential Treatment, and Inpatient Stabilization. The continuum allows for seamless continuity when stepping up or down level of care through Menninger programs and consistency in treatment philosophy, patient records, and care coordination. The ability for local and non-local patients to transition from Inpatient Stabilization to Residential Treatment to Community Integration throughout one continuum without needing to establish new treatment relationships or return home to settings that may regress recovery helps to encourage long term recovery.

Finally, The Gathering Place is a program that directly serves adults who have been diagnosed with a mental illness through a psychosocial clubhouse that provides free psychosocial rehabilitative services to more than 300 members. The most prevalent diagnoses among our members are schizophrenia, schizoaffective disorder, bipolar disorder, and depression. The program provides vocational skills training, wellness, and nutritional programming, employment assistance, and recreational and social activities. The Gathering Place focuses on members' strengths rather than limitations to enhance life choices and facilitate more independent living.

- **Lack of education about mental health:** Menninger makes our clinical subject matter experts available through an active media relations campaign as well as through our Speaker's Bureau. Experts increase awareness and understanding of mental illness and to decrease stigma in the Houston community and nationally, when possible. In addition, Menninger clinicians speak locally and nationally to numerous community organizations, school groups, and mental health organizations to educate and decrease stigma.

Menninger also invests in research to further knowledge in the field of mental health. The Research Department focuses its efforts on innovations in clinical treatment and the effectiveness of treatment. We frequently publish in peer-reviewed journals, write books and book chapters, and present research nationally and internationally. These publications are listed on [www.MenningerClinic.org](http://www.MenningerClinic.org) in the Research section.

## Implementation Strategy for Identified Outpatient Needs

- **Lack of affordable services where people live and work:** The Menninger Clinic provides a variety of services at a range of cost. We provide training, psychoeducation, and therapy services on-site in Trinity, TX to young adults supporting almost 1,500 youth at YMCA Camp Cullen, including 41% able to attend through financial assistance scholarship.

Our community collaborations ensure we can provide low- or no-cost services where people live and work. Some of our collaborations include:

- A Lighted Path and DePelchin Children's Center, where we provide therapy, peer groups, and psychoeducation to vulnerable young adults who have aged out of foster care, 90% of whom are from a minority and economically disadvantaged population





- Justice Forward and Windsor Village Church, where we deliver therapeutic services to underserved and justice-involved adults in the community
- Universal wellness screenings onsite at Lamar High School to provide a comprehensive approach to the early identification and support of students and families with mental health challenges
- In collaboration with Home Base, a partnership of the Red Sox Foundation and Massachusetts General Hospital, Menninger provides outpatient assessment, therapeutic, and medication management services to address the invisible wounds of veterans and their families at no cost and regardless of discharge status. Services are available virtually and in person at The Menninger Clinic.

Menninger also provides the Menninger 360 program to three counties in the greater Houston area. Menninger 360 is a PACT community integration program in which wraparound support services are offered in the home or community settings. The design of the program makes it available for those whose schedules, symptoms, or disabilities have made it difficult for them to participate in mental health treatment in the past.

- **Long waits for treatment:** Many of our programs, both inpatient and outpatient, have immediate access. Community-based services provide outpatient clinical treatment to the community with no wait time. In addition, the Home Base program provides outpatient assessment, therapeutic services, and medication management with no wait time. Finally, a reorganization of our Admissions team has allowed us to provide swift access to care.