

Based on information gathered through Menninger’s Community Health Needs Assessment (CHNA), the mental health needs below were identified as significantly affecting persons with mental illnesses in the communities 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.

| Inpatient | Outpatient |
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| <ul style="list-style-type: none"> • Access to Care - Lack of Funding for Mental Health Services • Shortage of Mental Health Providers • Linkages to Care • Lack of Integration with Primary Care and Support Services • Challenges with Insurance Coverage • Stigma Associated with Mental Illness • Lack of Knowledge Regarding Mental Health/Mental Illness • Post-discharge Coordination of Care • Lack of Knowledge Regarding Available Resources and Services • Lack of Coordination through Continuum of Care | <ul style="list-style-type: none"> • Access to Care - Lack of Funding for Mental Health Services • Shortage of Mental Health Providers • Lack of Collaboration, Planning and Infrastructure for Harris County and Houston Area • Lack of Supportive Housing for Persons with Mental Illness/Addiction • Challenges with Insurance Coverage • Stigma Associated with Mental Illness • Lack of Knowledge Regarding Mental Health/Mental Illness • Post-discharge Coordination of Care • Lack of Knowledge Regarding Available Resources and Services • Lack of Integration with Primary Care and Support Services |

The inpatient community is defined by 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. 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.”

The outpatient community is defined as Harris County, Texas, which allows Menninger to more effectively focus its resources to address identified significant mental health needs in the county where Menninger operates. In this community, Menninger can target areas of greatest need due to mental health disparities.

Some of the identified needs appear in both the Inpatient and Outpatient communities, and Menninger’s implementation strategy overlaps between the communities. Consequently, the implementation strategies are organized into three categories:

1. By the needs that are common to both communities
2. Only to Inpatient
3. Only to Outpatient

Identified Needs for both Inpatient and Outpatient Communities

Access to Care-Lack of Funding for Mental Health Services

The Menninger Clinic is committed to providing medically necessary care, at no cost, to individuals who qualify for financial assistance according to its Financial Assistance Policy. The policy is easily accessed on The Menninger Clinic's website (www.MenningerClinic.com, About page, Community Engagement page) and is distributed to mental health organizations in Houston to be shared with people in need who qualify financially and medically. Menninger's inpatient programs serve patients with more severe mental illness from all across the U.S. and offer free care to people who qualify.

Outpatient mental health services are offered at no charge to people who qualify for financial assistance and reside in Harris County. At a minimum, Menninger will provide the equivalent of 4% of its annual net patient revenue (including inpatient and outpatient) in uncompensated care to eligible patients.

Shortage of Mental Health Providers

Menninger offers a variety of unique training opportunities for mental health professionals. Approximately 300 trainees from Menninger's medical school affiliate, Baylor College of Medicine, and other local and national programs come to The Clinic each year to complete their clinical training. Menninger provides clinical supervision and classroom training to trainees in the following programs:

- General Psychiatry Residency
- Child Psychiatry Residency
- Postdoctoral Training Program in Clinical Psychology and Psychology Internship Programs
- Postgraduate Fellowship in Clinical Social Work and Social Work Internship Programs

In addition, Menninger offers the Betty Ann Stedman Nurse Residency Program.

Lack of Integration with Primary Care and Support Services

Menninger's Inpatient treatment model integrates medical assessment and care with psychiatric treatment. The Menninger Clinic has a partnership with Texas Children's Pediatrics to provide outpatient psychiatric care for their patients at the Texas Children's Corinthian Pointe Medical Home in Houston. A Menninger child and adolescent psychiatrist provides outpatient services at the medical home, partnering with the pediatricians who coordinate the integration of the specialized services with primary care.

The Comprehensive Psychiatric Assessment Service is an inpatient program for adults that assesses and treats individuals with psychiatric illness. The unit also serves adults who meet Menninger's threshold for financial assistance and who qualify with a medically necessary psychiatric illness. Once the unit's clinical team determines that the adult meets both clinical and financial requirements, the patient will be covered by Menninger's financial assistance policy to receive free medically necessary care as stated in the policy.

Every patient seeking financial assistance must have current medical insurance coverage, which is needed for any transfers outside of Menninger for general medical emergency care, as well as post-discharge psychiatric care when the patient does not choose to continue in Menninger's Outpatient Services clinic when needed. The financial assistance policy and application are provided on Menninger's website.

Menninger's BridgeUp program was launched at the end of 2015 and one of its primary goals is to develop a model program for vulnerable youth in Houston. As this program is established, it may contribute to addressing the need identified of establishing a mental health screening tool that would determine if the adolescent requires psychiatric treatment in Menninger's Outpatient Services clinic.

Challenges with Insurance Coverage

Menninger's Implementation Strategy will not directly address this need as most insurance companies will not contract for intensive care offered at Menninger, so the organization does not currently have the infrastructure to address this need. Financial need may be addressed indirectly for individuals who qualify for financial assistance making treatment more accessible for low-income patients.

Stigma Associated with Mental Illness and Lack of Knowledge Regarding Mental Health/Mental Illness

Menninger addresses both of these needs through the educational programs it offers its communities, as well as the organization's research and published scientific papers. In addition Menninger operates The Gathering Place, a psycho-social clubhouse that is free to adults who are diagnosed with a severe mental illness in the Houston area.

Menninger hosts an annual community luncheon. The luncheon is typically held in conjunction with National Mental Health Awareness Month in May and includes the local community, as well as Menninger supporters from across the U.S. The event draws more than 500 attendees and features speakers who share their own experiences with mental illness to increase the attendees' knowledge of mental health and mental illness, as well as decrease the stigma associated with it.

Menninger has an ongoing media relations campaign, with the goal to increase awareness and understanding of mental illness and decrease stigma in the Houston community, as well as nationally when possible. Menninger experts are available to the community and they are interviewed regularly on pertinent topics relating to mental health. The organization supports Mental Health Awareness Month with local media relations and social media campaign annually. Menninger clinicians speak locally and nationally to numerous community organizations, school groups and mental health organizations to educate and decrease stigma.

For the mental health professional community, Menninger also promotes education through hosting several continuing education programs in Houston, partnering with Baylor College of Medicine, The Institute of Spirituality and Health and the Association for Community Integration Programs. Additional educational programming is provided nationally through regular webinars on current topics in mental health.

Menninger invests in research to further knowledge in the field of mental health. The research team focuses its efforts on determining the effectiveness of treatment and regularly publishes findings. These publications are listed on www.MenningerClinic.com in the Research section.

The Gathering Place is a program that directly serves adults that have been diagnosed with a mental illness by providing education, support for community integration and decreasing stigma they experience. Located about one mile from Menninger, The Gathering Place is a psychosocial clubhouse that provides free psychosocial rehabilitative services to more than 300 clubhouse members. The most prevalent diagnoses among our members are schizophrenia, schizoaffective disorder, bipolar disorder and depression. The program provides vocational skills training, wellness programming, employment assistance, and recreational and social activities. The Gathering Place focuses on members' strengths rather than limitations in order to enhance life choices and facilitate more independent living.

Post-discharge Coordination of Care

Menninger has expanded its OP Services to provide a continuum of care that will allow for coordination of care as individuals move through the appropriate levels of care. Plans for organizational growth are focused on increasing Menninger's continuum of services, which will include programs and partnerships with other providers that will better meet the needs of patients as they transition from Inpatient treatment programs, support community integration and provide Outpatient support for individuals who may not need hospitalization.

Lack of Knowledge Regarding Available Resources and Services

Menninger has made its Financial Assistance Policy easily accessible online and is distributing it to stakeholders in the community and to mental health organizations that participated in its Community health Needs Assessment (CHNA) to increase community awareness of the services.

Each year, Menninger applies community benefit funds to support mental health organizations, such as the National Alliance on Mental Illness of Greater Houston, which generates awareness for all involved organizations at its annual walk and aims to reduce the stigma surrounding mental illness, and Mental Health America of Greater Houston, which provides educational programs and information to consumers for finding treatment. Community benefit dollars represent approximately 20 percent of charity care spending by Menninger.

Identified Needs for Inpatient Community Only

Linkages to Care—Need for Primary Care Providers to Link Patients to Psychiatric Services

This need was identified for the Inpatient Community. As Menninger expands its Outpatient Services and Assessments, one of its goals will be to build awareness of the services among the primary care providers in Houston. This effort may increase linkages to inpatient care for those in the local community, but Menninger does not have the resources to expand its efforts beyond the local community at this time.

Lack of Coordination through Continuum of Care

Menninger's expansion of Outpatient Services will provide a continuum of care that will allow for coordination of care as individuals move through the appropriate levels of care. In addition to growing its own programs, Menninger is looking for clinical organizations to partner with to expand its continuum of care in Harris County and ensure patients get the right care, at the right time, in the right place and it is seamless to the patient and their family.

Identified Needs for Outpatient Community Only

Lack of Collaboration, Planning and Infrastructure for Harris County and Houston Area

The Menninger Clinic is a member of the Network of Behavioral Healthcare Providers (NBHP), which is comprised of nonprofit mental health and substance use providers in the greater Houston area. The purpose of the Network is to provide a forum for the behavioral health leaders in the community to work together on issues of common concern. Working on its own and in partnership with other entities at both the local and state levels, the Network has become a strong voice on behalf of behavioral health service providers and the individuals they serve.

The BridgeUp program at Menninger will focus on community collaboration to create bold, sustainable changes that improve health, well-being, academic achievement, and social and emotional learning in vulnerable adolescents living in poverty in Greater Houston. Through one-year grants, BridgeUp aims to add value to after-school initiatives by bringing a focus on mental health via innovative collaborations between community organizations and middle schools. BridgeUp seeks measurable, evidence-based approaches that will improve the overall health status, as well as academic achievement of these youth.

Lack of Supportive Housing for Persons with Mental Illness/Addiction

Menninger's Implementation Strategy will not address this need because the organization's focus is on providing treatment to individuals, and it does not have the infrastructure in place for providing housing.