

# Menninger Community Health Needs Assessment



## *Implementation Plan* 2019



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## 2019 Implementation Strategy

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Based on information gathered through Menninger's 2019 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.

### Identified Needs for the Inpatient Community

- High cost of care and lack of insurance benefits
- Shortage of inpatient beds for children and adolescents
- Inconsistent access to services for populations due to socioeconomic and geographic factors
- Shortage of availability of and easy access to mental health screenings, diagnostic services and early treatment interventions
- Stigma prevents a majority of people from seeking services
- Shortage of mental health professionals, especially from Hispanic and African American heritages
- Void of coordinated and integrated care

### Identified needs for the outpatient community

- Lack of affordable services where people live and work
- Limitations for what insurance will pay for
- Barriers to treatment, including transportation, stigma and not knowing how to access mental health services
- Lack of leadership in mobilizing a system of services
- Long waits for medication and counseling services
- Demand for training among first responders to address needs of individuals in crisis
- Shortage of mental health professionals, especially from Hispanic and African American heritages
- Shortage of assessment and treatment for autism

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 these 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 affecting inpatient & outpatient communities

### Cost of care and lack of insurance coverage

- 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.org](http://www.MenningerClinic.org), For Patients page, Financial Information 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 residing in the Houston metropolitan area, offering 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 the Houston metropolitan area. At minimum, Menninger will provide the equivalent of 4% of its annual net patient revenue (including inpatient and outpatient) in uncompensated care to eligible patients.
- The Menninger Clinic is committed to developing programs that will be more insurance friendly, including short-term inpatient stabilization, partial hospitalization and intensive outpatient services. The new programs will provide more options for individuals who need to utilize their insurance benefits to access care and increase individuals served by Menninger in both the inpatient and outpatient communities.

## Stigma preventing people from accessing services or not knowing how to access mental health services

- Menninger addresses this need through the educational programs that 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 offered free of charge 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 to 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 to decrease stigma in the Houston community and nationally when possible. Menninger experts are available to the community, being 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. In addition, Menninger clinicians speak locally and nationally to numerous community organizations, school groups and mental health organizations to educate and decrease stigma.
- For the professional mental health community, Menninger promotes education by presenting 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 collaborates with local nonprofits on activities to benefit the community including the National Alliance on Mental Illness, The Hope and Healing Center and Institute, Mental Health America and The Council on Recovery.
- Menninger invests in research to further knowledge in the field of mental health. The Research Department team focuses its efforts on determining the effectiveness of treatment and regularly publishes findings. These publications are listed on [www.MenningerClinic.org](http://www.MenningerClinic.org) in the Research section.
- The Gathering Place is a program that directly serves adults who 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.

### **Shortage of mental health professionals, especially with Hispanic and African American heritage**

- Menninger offers a variety of high-quality clinical 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, internships in hospital chaplaincy, occupational therapists, recreational therapists and others.
  - ✓ Menninger offers educational programs to mental health professionals in the Houston community, including annual programs on ethics and cultural sensitivity

### **Identified needs for the inpatient community**

#### **Shortage of inpatient beds for children and adolescents**

- In the next three years Menninger will explore opportunities to partner with other community providers to provide more access to adolescent beds for ages 12-17 years at Menninger and/or in the Houston community for those in need
- Menninger will not address the need for beds for children at this time because it does not offer inpatient services for children.

## **Inconsistent access to services for populations due to socioeconomic and geographic factors**

- Menninger's financial assistance program offers inpatient care to individuals in lower socioeconomic groups.
- In the next three years Menninger will explore opportunities to expand its telehealth programs, which would include partnering with facilities in underserved and/or rural areas to improve access to services.

## **Shortage of availability of and easy access to mental health screenings, diagnostic services and early treatment interventions**

- In at-risk communities, BridgeUp at Menninger has partnered with grantees to increase the social and emotional learning for more than 25,000 vulnerable middle and high school students, with the goal of increasing their academic success and graduation. The BridgeUp Model introduced behavioral health supports and treatment to improve the well-being of adolescents experiencing extreme stress and mental health difficulties. Some of these individuals have been assessed and treated at Menninger while others have received services provided by the grantees.

## **Void of coordinated and integrated care**

- Menninger's inpatient treatment model integrates medical assessment and care with psychiatric treatment. A hallmark of Menninger treatment is its physician-led interdisciplinary team approach, ensuring the coordination of our patient's 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.

## **Identified needs for outpatient community**

### **Barriers to treatment, including transportation**

- Menninger does not have plans to directly address transportation needs, but through expanding telehealth services access to care can be offered to and expanded for those who may have issues with transportation.

### **Lack of leadership in mobilizing a system of services**

- 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.

### **Long waits for medication and counseling services**

- Menninger will continue to grow its outpatient services and, with increased number of providers, will offer patients timely appointments.

### **Demand for training among first responders to address needs of individuals in crisis**

- Menninger offers a Speaker's Bureau, providing education and training programs to a variety of community organizations, including school, churches and professional organizations. Menninger clinicians already provide a training module monthly to the Harris County Sherriff Department's Crisis Intervention Training program.

### **Shortage of assessment and treatment for autism**

- Menninger has clinical experts who with expertise assessment and treatment of autism spectrum disorders as well as their family system. Assessments are currently offered through Outpatient Assessments and at the Outpatient Services location in Bellaire. Recognizing that the community needs shorter wait times for assessment and treatment, this is an area that services can be expanded to meet the needs in the community.