

# Menninger Community Health Needs Assessment



## *Implementation Plan* 2022



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## 2022 Implementation Strategy

Based on information gathered through Menninger's 2022 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.

### 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 segments of the population 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
- Lack of coordinated and integrated care with physical health care
- Lack of understanding about mental health symptoms and mental health care options and resources

### 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

## Populations served

Menninger defined its “CHNA community” by focusing on the unique patient population served by Menninger as well as its specialized services and strategic priorities. This resulted in the community served by Menninger being comprised of two primary segments. The community served by Menninger was broken out between patients served through Menninger’s inpatient services and patients served through Menninger’s outpatient services.

The inpatient community was defined by focusing on the complex and unique mental health needs of the patients treated at Menninger as opposed to a geographic area. According to data collected between June 30, 2020-July 1, 2021, 29% of inpatients admitted to The Menninger Clinic reside in Greater Houston. Menninger’s inpatient programs also serve patients from across the United States and internationally.

The outpatient community was defined as the Houston-The Woodlands-Sugar Land Metropolitan Statistical Area (MSA), also known as Greater Houston, as more than 76% of the outpatient population served by Menninger reside here. While Menninger serves outpatients across a broader region, defining Greater Houston as its primary community allows Menninger to more effectively address identified significant health needs, targeting areas of greatest need and 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. Mental health care cost, access and quality
2. Mental health workforce
3. Mental health awareness and education

## Mental health care cost, access and quality

- 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. The policy was updated in October 2022 to include residents of Texas. Menninger’s *inpatient* programs serve patients with more severe mental illness residing in Texas, 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 Texas. 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. In addition, Menninger’s financial assistance and the patient assistance program, funded through philanthropy, offers inpatient care to individuals in lower socioeconomic groups.
- The Menninger Clinic is committed to developing more insurance friendly programs, including short-term inpatient stabilization, partial hospitalization, intensive outpatient services and residential care. The new programs will provide more options for individuals who need to utilize insurance benefits to access care and increase individuals in Menninger’s inpatient and outpatient communities.

- 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 is exploring a partnership with Texas Children's Hospital to improve access to adolescent beds for ages 12-17 years at Menninger for those in need. Dedicated beds on the adolescent treatment program at The Menninger Clinic will be available for adolescents with severe depression, anxiety or suicidality referred from Texas Children's Hospital.
- Menninger will not address the need for beds for children at this time because it does not offer inpatient services for children.
- Menninger has expanded its outpatient therapy and groups through telehealth, which will help address Inconsistent access to services for populations due to geographic factors.
- To ensure 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 and including internal medicine specialists.
- Menninger has expanded its outpatient 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 Menninger's continuum of services, which will include programs and partnerships with other providers to 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.
- The Menninger Clinic's new Outpatient Services Center opened in October 2022 to adults and adolescents in the Greater Houston area seeking Menninger's expert mental health care. The Outpatient Services Center will allow Menninger to expand its outpatient visits from about 15,000 to 25,000 visits annually.

### Cooking up confidence

Members of The Gathering Place, Menninger's community clubhouse for people with serious mental illness, learn essential cooking skills.

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- Additional planned programs include the following:
  - ✓ Recovery Intensive Outpatient Program (Houston) – Responding to community need, Menninger has launched an IOP to assist patients struggling with substance use and addictions and related mental health issues. The eight-week program meets three times weekly at Menninger’s Outpatient Services Center.
  - ✓ Solutions Intensive Outpatient Program (Dallas) – In September, Menninger purchased Solutions Outpatient Services, which offers an adult substance-use disorders IOP. Menninger has had a long referring relationship with this substance use and addictions practice in the Dallas area.
  - ✓ Recovery Intensive Outpatient Program for Adolescents – Plans are underway for an IOP tailored to the needs of patients ages 12-17, expected to launch in Houston in 2023.
  - ✓ Recovery Residential Program – Menninger has made plans to launch a residential program for individuals struggling with substance use. The program will serve patients stepping down from inpatient care or stepping up from traditional outpatient therapy.
- 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.
- As 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, Menninger continues to mobilize a system of services for mental health. 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.
- Menninger has clinical experts with expertise in 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.
- To address 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.

## **Mental health workforce**

- 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 and Adolescent Psychiatry Residency
- ✓ 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.
- ✓ Continuing educational programs for mental health professionals in the Greater Houston community, including annual programs on ethics and cultural sensitivity
- ✓ Menninger has added the following training programs
  - Licensed Professional Counselor (LPC) Fellowship
  - Addictions Psychiatry Fellowship
  - More fellows accepted into Menninger's Social Work Fellowship



### **A Summer to Remember**

The Summer Undergraduate Research Fellowship immerses students in mental health research. Over the 8-week paid fellowship, college students collect and manage study data, shadow staff during patient interactions and even work on their own original research project.

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## Mental health awareness and education

- Menninger addresses this need through the educational programs that it offers its communities, as well as the organization's research and published scientific papers.
- 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. who attend via teleconference. 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.
- Menninger produces Mind Dive, a podcast for mental health professionals globally and Mind Matters from Menninger, a collaborative online blog written by Menninger staff and an occasional invited guest to increase awareness about 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 innovations in clinical treatment and the effectiveness of treatment and regularly publishes findings. 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.
- 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 living independently, 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 and nutritional 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.
- Menninger has partnered with Psych Hub to provide evidence-based, trauma-informed continuing education courses to Clinic clinicians and staff. The platform provides videos and resources mental health practitioners can share with patients, family and friends to educate the larger community about mental health. Non-clinical staff also have the opportunity to earn a Mental Health Ally Certificate after successfully completing five courses.

- For the professional mental health community, Menninger provides continuing education programs for physicians, psychologists, social workers, counselors, marriage and family therapists, addiction counselors and nurses. In Fiscal Year 2022, the continuing education department coordinated 19 virtual continuing education events with a total of 2,991 attendees from across the United States and internationally.
- 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 Sheriff's Department's Crisis Intervention Training program.



### Teaching mental health

Menninger reaches a wide variety of audiences with mental health education programs – from pre-k classes (left) to members of the Harris County Sheriff's Department (below).

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