



2023 Implementation Strategy
Community Hospital of Noble County, Inc.

Table of Contents

Introduction	1
Purpose	1
Mission and Vision	1
Parkview Noble Hospital	2
Community Served	2
Summary of 2022 Community Health Needs Assessment	3
Approach	3
Summary of Findings	4
Prioritization Methodology	5
Prioritization Process	5
Implementation Strategy Process	6
Community Health Implementation Plan	7
Priority #1: Mental Health	7
Priority #2: Substance Use	10
Priority #3: Obesity	13
Significant Health Needs Not Addressed by the Implementation Strategy	17
References	18
For More Information	19
Board Approval	19

Introduction

Purpose

To grow and ensure the continued quality of Parkview Health's commitment to improving the health of our community, each of our licensed hospitals prepare a community health needs assessment (CHNA) and subsequent implementation strategy on a triennial basis. Using the knowledge gained from the 2022 CHNA results, this report will define Parkview Hospital's community health implementation strategy for the 2023 – 2025 assessment cycle as federally required by the Affordable Care Act. In doing so, this report will define:

- The community served
- The community's top health needs
- The CHNA/implementation strategy process
- How the hospital is addressing community needs
- Identified needs not being addressed

The contents of this report were formed in compliance with the requirements set forth by the IRS for tax-exempt health systems and hospitals.

Mission and Vision

Parkview Health Mission & Vision

Parkview's mission is to improve the health of our community members and inspire them to take steps to improve their well-being.

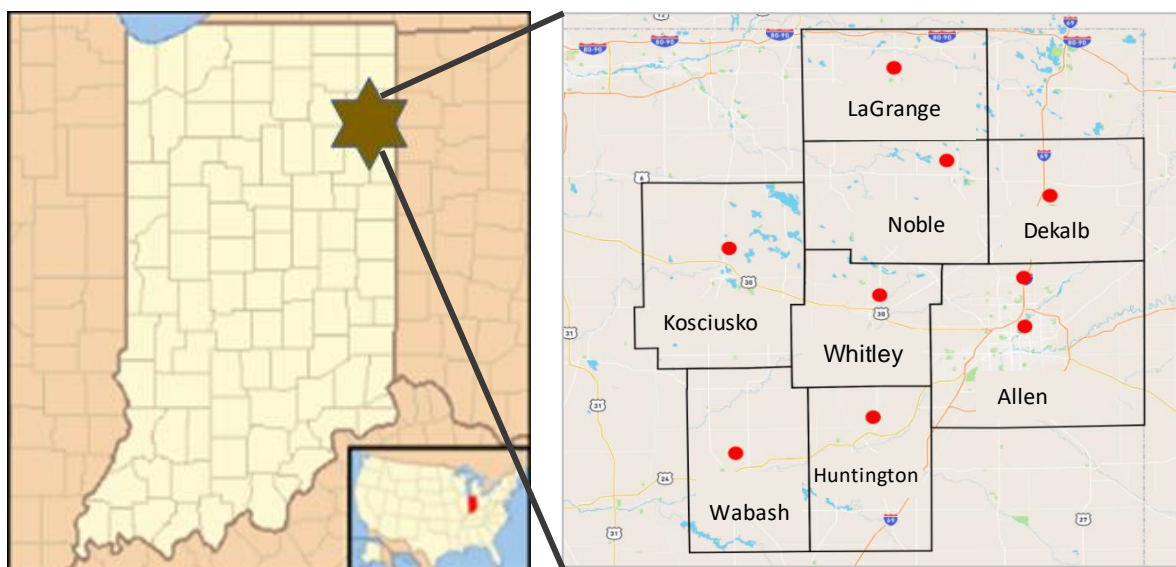
Parkview puts their patients at the center of everything they do, as an individual, as an employer and as our community.

Parkview Noble Hospital

Community Hospital of Noble County, Inc. is a not-for-profit, community-based hospital. Community Hospital of Noble County, Inc. consists of 31 beds in a 115,400 sq ft facility which sits on a 60-acre campus. Community Hospital of Noble County, Inc. has an average of 262 full- and part-time employees.

Community Hospital of Noble County, Inc. is home to medical, surgical, CCU, and Family Birthing services. We have a full-service, 24-hour emergency department. Other specialty services include: Sleep Disorders Lab, ATU Clinic, Diagnostic Services, EMS, Medication Infusion Unit, Parkview Physicians Group, Parkview Center for Wound Healing, Center for Healthy Living, physical, occupational and speech therapy for adult and pediatric needs; cardiac and pulmonary rehab, nutritional counseling, diabetes education. In addition, the Physicians Specialty Clinic houses specialty physicians who travel to Community Hospital of Noble County, Inc. on scheduled weekday(s) to accommodate the needs of patients for consultation visits, follow-up visits and/or procedures for cardiology, colorectal, neurology, urology, nephrology, pain management and pulmonology.

Figure 1. Counties with Parkview Hospitals



Community Served

According to the Noble County 2022 Community Health Needs Assessment, Noble County has a population of 47,640. The median household income is \$58,947. 9.9% of Noble County residents do not have health insurance and 7.8% fall under the federal poverty line.

Summary of 2022 Community Health Needs Assessment

Community Hospital of Noble County, Inc.'s CHNA report provides an overview of the approach taken to identify and prioritize significant health needs in Noble County, as federally required by the Affordable Care Act. The Health Services and Informatics Research (HSIR) group at Parkview's Mirro Center for Research and Innovation designed and conducted both primary and secondary data collection and analysis activities. Data collection was focused on the eight counties in northeast Indiana that comprise Parkview's primary service area and where a Parkview hospital is located, including: Allen, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Wabash and Whitley.

The purpose of this CHNA report is to offer a comprehensive understanding of the health and social needs of Noble County to guide Community Hospital of Noble County, Inc.'s strategic community health improvement plan for addressing the identified needs (*CDC - Assessment and Plans - Community Health Assessment - STLT Gateway, 2019*). Community Hospital of Noble County, Inc. will use the findings in this report to identify and develop efforts to improve the health and quality of life for residents in the counties we serve.

Approach

The HSIR group assessed the overall health needs of the Parkview Health region, as well as the needs of each individual county. Community health needs of interest were based on past CHNAs and secondary data from the Healthy Communities Institute (HCI) database. The HSIR team used surveys to gather input from individual community members and healthcare and social service providers (i.e., physicians, nurses, social workers) to understand local health concerns, needs, and service availability.

Historically, we have found that Hispanic, Amish and people of Burma (Myanmar) populations have been an underrepresented voice in our CHNA surveys. Thus, the HSIR group used contacts familiar to these populations to distribute surveys and sent a mobile team of surveyors to target locations to ensure that we captured the community health concerns of these special populations.

Summary of Findings

The findings in this report are a result of the analysis of an extensive set of secondary data (over 200 indicators from national and state data sources) and primary data (391 surveys) collected from community members and healthcare/social service providers. Below are the top ten health concerns and health service needs as ranked by the Hanlon method and survey data, respectively.

Noble County's Top Ten Health Concerns*

- Mental health
- Chronic obstructive pulmonary disease
- Substance use/abuse (drugs, alcohol, tobacco)
- Kidney disease
- Obesity
- Asthma
- Cancer
- Cardiovascular disease (stroke, coronary heart disease)
- Alzheimer's disease or dementia
- Child abuse or neglect

* After Hanlon method applied to secondary and primary data; merged categories of concerns are in parentheses

Noble County's Top Ten Health Service Needs*

- Mental health services
- Substance use disorder services
- Access to healthy food
- Access to recreational spaces
- Access to birth control
- Access to primary care providers
- Senior services
- Job training
- Health insurance
- Childcare

* As indicated by community and provider concerns expressed in survey data

Prioritization Methodology

To organize and rank order significant health needs across the Parkview Health eight-county region, primary data from community and provider surveys and secondary data were combined using a modified Hanlon score. Each health indicator corresponded to a health concern from the survey, thus health domains from the survey were used to cluster health indicators.

For each health indicator, scores for percentage of the population affected (size), percentage of community respondents endorsing the corresponding health concern (seriousness), percentage of provider respondents endorsing the corresponding health concern (seriousness), trend in health indicator (seriousness), and existence of evidence-based interventions (effectiveness of intervention) were assigned.

According to the Hanlon scores, the top health concerns were mental health, obesity, and chronic disease

Prioritization Process

As a continuation of the prioritization process, Community Hospital of Noble County, Inc. held a community meeting on September 23, 2022 to engage the 16 community members in the prioritization process. The data from the 2022 CHNA was presented to the group. The group of community stakeholders had thoughtful discussions around the data from the assessment, completed a prioritization grid exercise where they considered significance, severity, suitability, and health disparity related to Social Determinants of Health factors, and voted on two priorities for Noble County based on the Top 5 priorities identified in the 2022 CHNA.

The information from the 2022 CHNA and the community session were presented to the Community Health Improvement (CHI) Committee at community Hospital of Noble County, Inc. The committee had in-depth discussion around the data and responses from the community session. Based on this discussion, the committee identified Mental Health, Substance Abuse and Obesity as the top 3 priorities in Noble County.

The Needs Assessment, community session data and CHI Committee recommendations were presented to the Community Hospital of Noble County, Inc. board of directors on October 24, 2022. *The board of directors voted to adapt the above health priority recommendations at the board meeting.*

For more detail regarding prioritization methodology please see page 40 of Parkview Noble Hospitals CHNA:

<https://www.parkview.com/-/media/parkview-media/file/2020-pa---albright/2022-noble-county-chna.ashx>

Implementation Strategy Process

Based on the 2022 CHNA results, our prioritization sessions and collaboration with our internal and external partners, our health initiatives have transitioned to the following:

- 2019 Mental Health/Substance use disorder → 2022 Mental Health
- 2019 Obesity → 2022 Obesity
- → 2022 Substance Abuse

In addressing each prioritized health issue identified above, Parkview Hospital created the following implementation strategy to define how Community Hospital of Noble County, Inc. intends to address each identified. This process requires expertise from Community Health Improvement staff, program leads, and partner organizations. Community Hospital of Noble County, Inc.'s Community Health Improvement committee reviewed and adopted the implementation strategies and the Community Hospital of Noble County, Inc. Board of Directors voted to adopt the strategies on April 24, 2023.

Community Health Implementation Plan

Implementation Plan for each Health Priority

Implementation strategies are illustrated below according to health priority.

Mental Health

Identified Health Need: Mental Health				
Goal: Increase awareness and reduce stigma around Mental Health in Noble County				
Objective: Improve knowledge around mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventative Education 	<ul style="list-style-type: none"> Number of participants Pre/posttest increase in knowledge 	<ul style="list-style-type: none"> Education to school age K-12 students over healthy choices 	<ul style="list-style-type: none"> Increase knowledge around bullying, teen suicide, dating violence, social & emotional health Students will learn and practice self-regulation strategies 	<ul style="list-style-type: none"> Harold W McMillen Center for Health Education

Identified Health Need: Mental Health				
Goal: Increase awareness and reduce stigma around Mental Health in Noble County				
Objective: Improve knowledge around mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Noble County Suicide Prevention 	<ul style="list-style-type: none"> Reduction in suicides in Noble County Reduction in suicide attempts in Noble County 	<ul style="list-style-type: none"> Provide prevention education & support Host a Hope Walk Provide pre/post intervention packets 	<ul style="list-style-type: none"> Reduce stigma around suicide and accessing resources 	<ul style="list-style-type: none"> Parkview Noble Center for Healthy Living Parkview Behavioral Health/Park Center Northeastern Center Bowen Center Veterans Affairs Community Members

Identified Health Need: Mental Health				
Goal: Increase awareness and reduce stigma around Mental Health in Noble County				
Objective: Improve knowledge around mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Question Persuade Refer (QPR) 	<ul style="list-style-type: none"> • Number of participants 	<ul style="list-style-type: none"> • Provide free QPR training to the community. 	<ul style="list-style-type: none"> • Participants will learn warning signs of suicide crisis and how to respond 	<ul style="list-style-type: none"> • Parkview Behavioral Health Institute • Noble County Suicide Prevention • Parkview Noble Center for Healthy Living

Identified Health Need: Mental Health				
Goal: Increase awareness and reduce stigma around Mental Health in Noble County				
Objective: Improve knowledge around mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Common Grace Ministries- Evictions Clinic 	<ul style="list-style-type: none"> • Number of Noble County residents who avoid eviction in court • Number of participants in clinics who are connected with resources to avoid eviction in the future 	<ul style="list-style-type: none"> • Provide lead aid through volunteer lawyer program • Courts work directly with owners of rentals • Help residents get caught up on payments and plans to continue staying up on rent 	<ul style="list-style-type: none"> • Reduce evictions in Noble County which would result in homelessness negatively effecting overall Mental Health 	<ul style="list-style-type: none"> • Common Grace Ministries • Noble County Courts • Volunteer Lawyer Program

Identified Health Need: Mental Health

Goal: Increase awareness and reduce stigma around Mental Health in Noble County

Objective: Improve knowledge around mental health in 100% of program participants

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none">• Noble County Mental Health Collaborative	<ul style="list-style-type: none">• Receive CIT county certification• Number of people trained in CIT courses• Number of trained CIT coordinators	<ul style="list-style-type: none">• Provide Crisis Intervention 40-hour training & certification to law enforcement in Noble County• Provide training & coordinator certification for identified CIT steering committee members•	<ul style="list-style-type: none">• Reduce trauma of those in mental health crisis• Increase appropriate referrals to Mental Health agencies in Noble County• Improve timeliness of access of service	<ul style="list-style-type: none">• Parkview Noble Hospital (Community Health, ER, EMS, Public Safety)• Noble County Sheriff's Department• Kendallville Police Department• Ligonier Police Department• Kendallville Fire Department• Northeastern Center• Bowen Center• Parkview Behavioral Health/Park Center• Benchmark Human Services• NAMI

Substance Use

Identified Health Need: Substance Use				
Goal: Reduce stigma around substance use and utilization of substances/SUD/ODU in Noble County				
Objective: Improve knowledge around substance use, SUD, & OUD in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventative Education 	<ul style="list-style-type: none"> Number of participants Pre/posttest increase in knowledge 	<ul style="list-style-type: none"> Education to school age K-12 students over healthy choices 	<ul style="list-style-type: none"> Increase knowledge around healthy choices, vaping, tobacco, OUD, SUD, and prevention 	Harold W McMillen Center for Health Education

Identified Health Need: Substance Abuse				
Goal: Reduce stigma around substance use and utilization of substances/SUD/ODU in Noble County				
Objective: Improve knowledge around substance use, SUD, & OUD in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Noble House Ministries 	<ul style="list-style-type: none"> Number of participants living in house and participating in programs offered 	<ul style="list-style-type: none"> Case managers and staff at Noble House provide safe housing and programs to assist with recovery to women and children in Noble County 	<ul style="list-style-type: none"> Increased knowledge around recovery to those living in the house 	<ul style="list-style-type: none"> Noble House Ministries

Identified Health Need: Substance Use				
Goal: Reduce stigma around substance use and utilization of substances/SUD/ODU in Noble County				
Objective: Improve knowledge around substance use, SUD, & OUD in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Community Survey and Marketing 	<ul style="list-style-type: none"> Number of participants 	<ul style="list-style-type: none"> Provide workshops, radio interviews, billboards and community events 	<ul style="list-style-type: none"> Increase knowledge around drug use/abuse 	<ul style="list-style-type: none"> Drug Free Noble County

Identified Health Need: Substance Use				
Goal: Reduce stigma around substance use and utilization of substances/SUD/ODU in Noble County				
Objective: Improve knowledge around substance use, SUD, & OUD in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Inspiration Ministries 	<ul style="list-style-type: none"> Number of graduates from 9-month recovery program Number of participants housed in either recovery program or permanent supportive housing Number of participants in treatment 	<ul style="list-style-type: none"> Provide housing for residents in recovery Provide treatment programs and support 	<ul style="list-style-type: none"> SUD/ODU treatment & recovery Permanent supporting housing after graduation Reduced recidivism rates 	<ul style="list-style-type: none"> Inspiration Ministries

Identified Health Need: Substance Use				
Goal: Reduce stigma around substance use and utilization of substances/SUD/ODU in Noble County				
Objective: Improve knowledge around substance use, SUD, & OUD in 100% of program participants .				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Freedom from Smoking 	<ul style="list-style-type: none"> Number of participants Number of participants who quit smoking or decrease use 	<ul style="list-style-type: none"> Provide free smoking cessation classes to the community 	<ul style="list-style-type: none"> Participants will quit smoking or decrease use 	Parkview Noble Center for Healthy Living

Identified Health Need: Substance Abuse				
Goal: Reduce stigma around substance use and utilization of substances/SUD/ODU in Noble County				
Objective: Improve knowledge around substance use, SUD, & OUD in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventive Education 	<ul style="list-style-type: none"> Number of participants 	<ul style="list-style-type: none"> Education to youth in schools 	<ul style="list-style-type: none"> Increase knowledge around drug use 	<ul style="list-style-type: none"> Drug Free Noble County

Identified Health Need: Substance Use				
Goal: Reduce stigma around substance use and utilization of substances/SUD/ODU in Noble County				
Objective: Improve knowledge around substance use, SUD, & OUD in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Install Naloxbox in Noble County Investigate naloxone certification through overdose lifeline 	<ul style="list-style-type: none"> Number of Narcan packages obtained from Naloxbox Number of individuals completing Naloxone certification Number of overdose prevention trainings offered 	<ul style="list-style-type: none"> Narcan distribution Education to co-workers and community 	<ul style="list-style-type: none"> Increased access to Naloxone Reduced stigma Behavior change Reduction in overdoses 	

Obesity

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Cleaner Eating Program 	<ul style="list-style-type: none"> Number of participants 	<ul style="list-style-type: none"> RDN teaches participants how to eat in season and utilize all parts of a fruits and vegetables 	<ul style="list-style-type: none"> Access to fresh fruits and vegetables and instruction on how to prepare 	

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> CHL cooking demos 	<ul style="list-style-type: none"> Number of participants Increase in knowledge of participants recorded by post class survey 	<ul style="list-style-type: none"> RDN teaches participants how to prepare nutritious meals while providing hands on opportunities 	<ul style="list-style-type: none"> Education on nutrition while interacting in the kitchen 	<ul style="list-style-type: none"> PNH CHL CLC

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Diabetes Workshops & support groups 	<ul style="list-style-type: none"> Number of participants Increase in knowledge shown by pre/post tests 	<ul style="list-style-type: none"> Providing free diabetes workshop and support groups by a Registered Nurse Certified Diabetes Educator and Registered Dietician 	<ul style="list-style-type: none"> Increase in knowledge of diabetes management and nutrition guidelines 	

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Cole Family Center YMCA Scholarship Program 	<ul style="list-style-type: none"> Maintain increased numbers in facility usage Serve 2060 individuals with scholarships 	<ul style="list-style-type: none"> Scholarships allow individuals to access the YMCA at an affordable price for them. 	<ul style="list-style-type: none"> Increase in access to physical activity opportunities for all community members 	<ul style="list-style-type: none"> Cole Family Center YMCA

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventive Education 	<ul style="list-style-type: none"> Number of participants Knowledge gain as measured by pre/post tests 	<ul style="list-style-type: none"> Education to school age K-12 students over nutrition and physical activity 	<ul style="list-style-type: none"> Increase knowledge around physical activity and nutrition in K-12 students 	<ul style="list-style-type: none"> McMillen Health

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Ask the RD 	<ul style="list-style-type: none"> Number of program participants 	<ul style="list-style-type: none"> Provide 15-minute phone conversation with an RD to answer questions or concerns around nutrition 	<ul style="list-style-type: none"> Increase knowledge around nutrition 	<ul style="list-style-type: none"> Cole Family Center YMCA PNH CHL

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Surviving and Thriving with Diabetes 	<ul style="list-style-type: none"> Number of program participants Reduction in A1C and BMI 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Lifestyle Behavior Change Reduction in A1C Reduction in BMI Increase in knowledge around diabetes management and nutrition 	<ul style="list-style-type: none"> Cole Family Center YMCA PNH CHL Purdue Extension Parkview Noble Foundation

Identified Health Need: Obesity				
Goal: Decrease the number of individuals with BMI >29.9 and reduce chronic diseases that develop as a result in Noble County				
Objective: Increase knowledge and access to physical activity and balanced nutrition in 100% of program participants.				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> My Best Health 	<ul style="list-style-type: none"> Number of program participants Reduction in BMI/inches Self-reported knowledge gain in goal setting, nutrition, and physical activity 	<ul style="list-style-type: none"> Access to certified health and wellness coach for 6 months 3-6 RD appointments 6 Personal Training appointments RN appointments 	<ul style="list-style-type: none"> Lifestyle Behavior Change Decrease in BMI & inches Increased knowledge in physical activity, goal setting, and nutrition 	<ul style="list-style-type: none"> Cole Family Center YMCA PNH CHL

Significant Health Needs Not Addressed by the Implementation Strategy

Health needs identified and why Parkview Hospital does not intend to address these as part of the implementation strategy:

COPD-issue was not a priority for community members and therefore approach is unlikely to succeed and was not scored as high as identified priorities by community stakeholders.

Kidney disease-issue was not a priority for community members and therefore approach is unlikely to succeed and was not scored as high as identified priorities by community stakeholders.

Asthma-issue was not a priority for community members and therefore approach is unlikely to succeed and was not scored as high as identified priorities by community stakeholders.

Cancer-the need is not as likely to be resolved as other problems.

Cardiovascular disease-issue was not a priority for community members and therefore approach is unlikely to succeed and was not scored as high as identified priorities by community stakeholders.

Alzheimer's Disease/dementia-issue was not a priority for community members and therefore approach is unlikely to succeed and was not scored as high as identified priorities by community stakeholders.

Child abuse/neglect-issue was not a priority for community members and therefore approach is unlikely to succeed and was not scored as high as identified priorities by community stakeholders. This need will also be inadvertently addressed with work around mental health and substance abuse.

References

1. *CDC - Assessment and Plans—Community Health Assessment—STLT Gateway*. (2019, April 6). <https://www.cdc.gov/publichealthgateway/cha/plan.html>

For More Information

Parkview would like to extend gratitude towards its community partners for their collaboration with the 2022 CHNA and 2023 Implementation strategy process that addresses the health needs of Noble County. For additional information about Community Hospital of Noble County, Inc.'s 2022 CHNA or 2023 Implementation Plan, please contact us.

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Board Approval

Approved by the Community Hospital of Noble County, Inc. Board of Directors
24 April 2023.