



2023 Implementation Strategy
Huntington Memorial Hospital, Inc.

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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 Internal Revenue Service 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.

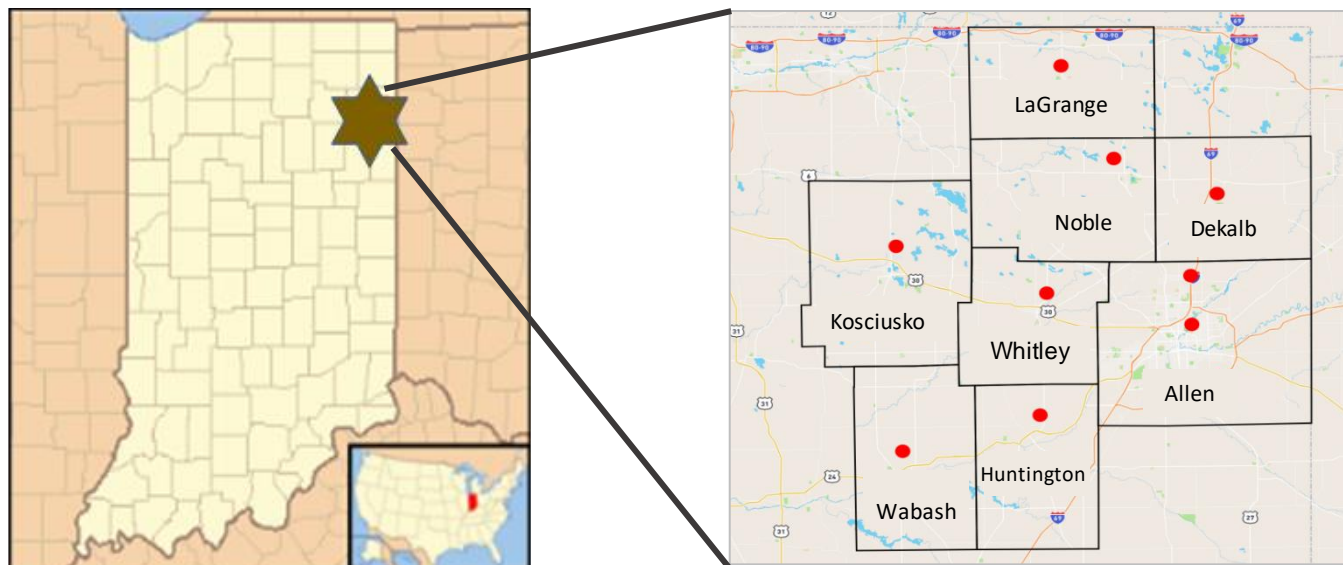
Parkview puts their patients at the center of everything they do, as an individual, as an employer and as our community.

Parkview Huntington Hospital

Huntington Memorial Hospital, Inc., is a charitable, not-for-profit, community-owned hospital with 36 beds located in the City of Huntington in Huntington County, Indiana. Huntington Memorial Hospital, Inc., is home to medical, surgical, CCU, and Family Birthing services. We have a full-service, 24-hour emergency department including a “safe room” for patients who may be experiencing a behavioral health crisis. Other specialty services include: Sleep Disorders Lab, ATU Clinic, Diagnostic Services, EMS, Medication Infusion Unit, Parkview Center for Wound Healing, and the Holly D. Sale Rehabilitation and Wellness Center, which offers physical, occupational and speech therapy for adult and pediatric needs; sports medicine; manual therapy; lymphedema therapy; vestibular rehab; cardiac and pulmonary rehab; breast cancer pre-/post-treatment assessment; nutritional counseling; and diabetes education. Parkview Physicians Group specialty and primary care offices are located on site in medical office space adjoining the hospital. Huntington-area residents also have access to additional off-campus medical

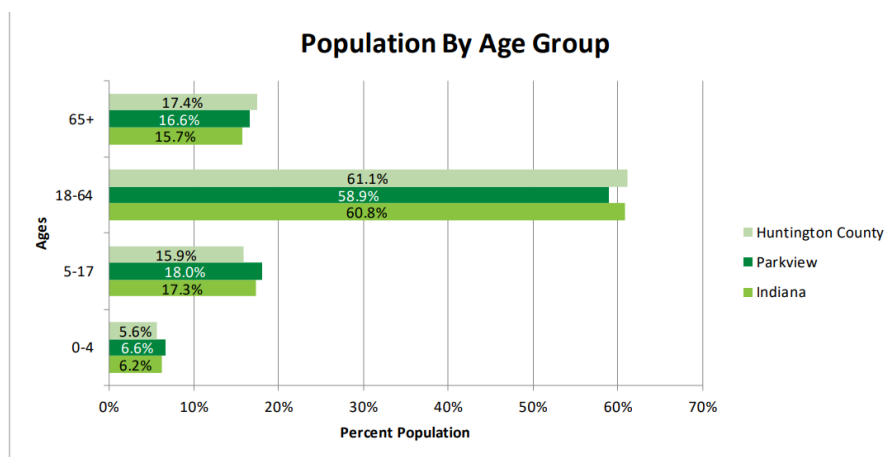
services through the nearby Parkview Walk-In Clinic, the Parkview Ortho Express Walk-In Clinic and various non-Parkview specialty medical provider offices in town.

Figure 1. Counties with Parkview Hospitals



Community Served

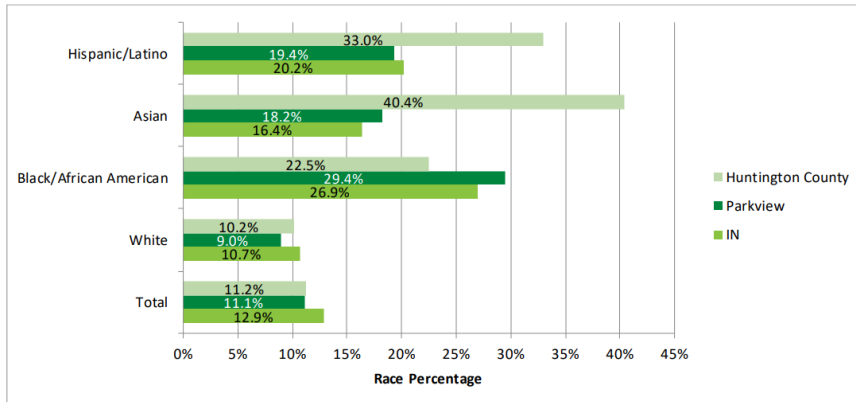
According to the U.S. Census Bureau’s American Community Survey 2016-2020 of five-year averages, the population of Huntington County was most recently recorded as 36,351. The median age of the population is 41.1 years old. Much of the population is classified as white (94.4%) followed by 2.5% Hispanic/Latino, 2.2% other and 0.9% Black/African American.



Source: U.S. Census Bureau (American Community Survey 2016-2020 Five-year Averages)

The percentage of the population below the poverty line is 11.2%

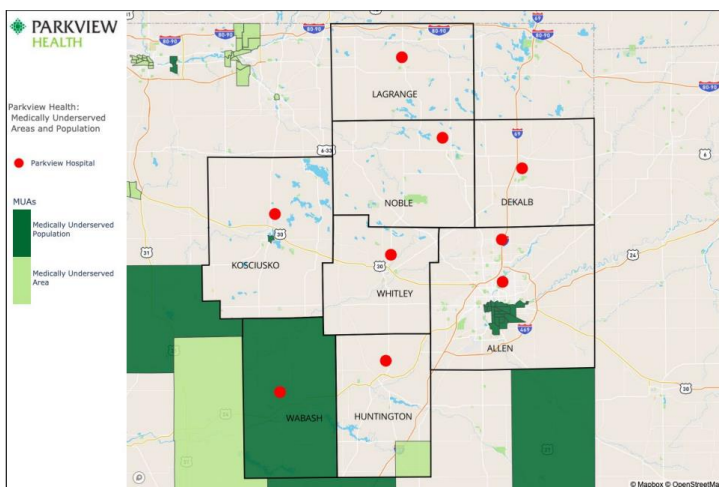
Population Below the Federal Poverty Level by Race and Ethnicity



Source: U.S. Census Bureau (American Community Survey 2016-2020 Five-year Averages)

The total percent of population without health insurance in Huntington County is 6.6% with adults less than 65 years old comprising 9.7% and children 3.6%.

Medically underserved areas (MUA) and medically underserved populations identify geographic areas and populations with access barriers to primary care services. Using Health Resources & Services Administration 2022 data, medically underserved areas (Figure below, light green) were mainly identified in Huntington County and in the southwest area bordering the Parkview Health primary service area. Several medically underserved populations were identified (dark green) mainly in Wabash County, Allen County, and in the south/southwest areas bordering the eight-county region.



Source: Health Resources & Services Administration, 2022

Summary of 2022 Community Health Needs Assessment

Huntington Memorial Hospital, Inc.'s CHNA report provides an overview of the approach taken to identify and prioritize significant health needs in Huntington 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 the CHNA report is to offer a comprehensive understanding of the health and social needs of Huntington County, to guide Huntington Memorial Hospital, Inc.'s strategic community health improvement plan for addressing the identified needs (*CDC - Assessment and Plans - Community Health Assessment - STLT Gateway, 2019*). Huntington Memorial Hospital, Inc. in Huntington County will use the findings in this report to identify and develop efforts to improve the health and quality of life for residents in Huntington County.

Summary of Findings

The findings from Huntington Memorial Hospital, Inc.'s 2022 CHNA 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 (330 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.

Huntington County's Top Ten Health Concerns*

- Obesity
- Mental health
- Substance use/abuse (drugs, alcohol, tobacco)
- Chronic obstructive pulmonary disease
- Asthma
- Kidney disease
- Cancer
- Child abuse and neglect
- Diabetes
- Cardiovascular disease (stroke, coronary heart disease)

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

Huntington County's Top Ten Health Service Needs*

- Substance use disorder services
- Mental health 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

Huntington Memorial Hospital, Inc. will adopt the #1 health priority of mental health that was set for the Parkview Health region on August 22, 2022. As a continuation of the prioritization process, Huntington Memorial Hospital, Inc. presented to the Huntington Memorial Hospital, Inc. Board of Directors at a meeting held on August 24, 2022 to engage Huntington County community members in the prioritization process. The data from the 2022 CHNA was presented to the 11-member Board of Directors who had thoughtful discussions around the data from the assessment and voted on what they thought should be the top two priorities for Huntington County. Substance Use/Abuse and Child Abuse and Neglect were approved in addition to the shared Mental Health priority for the next three years.

These priorities were then shared and discussed at the September 8, 2022 Empowering Humanities meeting which includes community partners from a variety of local organizations (SCAN, Anthem Medicaid, Pathfinders, YWCA of Fort Wayne, Project Recovery, Huntington House, Place of Grace, Huntington County Health Department, Bowen Center, Huntington Parks and Recreation, Stillwater Hospice, Parkview Huntington Family YMCA, Huntington University, YSB, McKenzie's Hope, DCS, Child Support Office, United Way of Huntington County).

For more detail regarding prioritization methodology please see page 40 of Huntington Memorial Hospital, Inc. CHNA:

[https://www.parkview.com/media/file/2022%20Huntington%20CHNA%20\(1\).pdf](https://www.parkview.com/media/file/2022%20Huntington%20CHNA%20(1).pdf)

Implementation Strategy Process

Based on the 2022 CHNA results, our internal team, along with external partner organizations, decided to continue to build on mental health initiatives that have been developed and evolved over the last three years and substance use/abuse initiatives that have been developed and evolved over the past six years. We feel much of the work centered around our past obesity priority can be continued within the mental health realm and adding the child abuse and neglect priority was necessary.

Work addressing the current health needs will be very similar to efforts in the past. Community Health Improvement staff, program leads and partner organizations worked together to formulate the implementation strategy.

The implementation strategy report was reviewed, discussed and approved (adopted) first by Board Planning, a committee of the Huntington Memorial Hospital, Inc.'s board of directors. The implementation strategy report, based on the priorities set through the most recent CHNA process, was then presented and approved (adopted) by the full Huntington Memorial Hospital, Inc. Board of Directors on April 26th, 2023.

Community Health Implementation Plan

Implementation strategies are illustrated below according to health priority.

Mental Health

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Reimbursement of travel and prescription expenses for cancer patients 	<ul style="list-style-type: none"> Number of patients reached Client survey 	<ul style="list-style-type: none"> Mileage reimbursement to and from treatments in Indiana Out of pocket prescription assistance 	<ul style="list-style-type: none"> Decreased financial thus mental stress for individuals and their families during an already difficult period 	<ul style="list-style-type: none"> Cancer Services for Huntington County

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Public transportation for medical appointments 	<ul style="list-style-type: none"> Number of trips provided Employee survey Rider survey 	<ul style="list-style-type: none"> Low-cost fares including transportation to mental health appointments Provide tablets to drivers and dispatchers to improve efficiency 	<ul style="list-style-type: none"> Riders receive safe, affordable, on-time transportation to and from their desired destinations An increase in the number of rides offered due to saved time and better quality of service related to new tablet usage 	<ul style="list-style-type: none"> Purdue Extension Huntington County Council on Aging

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Suicide Prevention 	<ul style="list-style-type: none"> • Number of both adult and youth participants • Pre and posttests for 7th grade program 	<ul style="list-style-type: none"> • Adult suicide prevention (QPR) trainings • 7th grader Life Lines youth suicide prevention trainings • High school student training through various courses and/or groups such as Freshman Mentors • Trained staff available 24/7 to assist youth in times of crisis 	<ul style="list-style-type: none"> • Adults and youth will have increased knowledge of the risk factors, warning signs and appropriate action steps regarding suicide prevention • Youth will be provided with immediate assistance during times of crisis 	<ul style="list-style-type: none"> • The Youth Services Bureau of Huntington County

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Social Emotional Learning for Youth • Director of Inclusion 	<ul style="list-style-type: none"> • Pre and post evaluations with regards to self-awareness, self-management, and social application 	<ul style="list-style-type: none"> • Each youth in grades K-12 is offered a minimum of 10 social-emotional learning sessions per year • Director of Inclusion works with youth between programming to work on adapting to their environment and using positive coping skills 	<ul style="list-style-type: none"> • Less youth being sent home for poor behavior • Youth are able to manage their stress in healthy ways • Youth increase their healthy coping strategies • Youth consider and think about their emotions when making decisions 	<ul style="list-style-type: none"> • Parkview Boys & Girls Clubs of Huntington County

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Middle School Fitness Memberships 	<ul style="list-style-type: none"> Percent of Huntington County youth that complete the process to obtain a YMCA membership Percent of Huntington County youth that participate in a YMCA after-school activity/program Parents survey in regard to mental health 	<ul style="list-style-type: none"> All youth in 6-8th grades eligible for a YMCA membership After school activities offered and encouraged: homework help, intramural sports, social clubs, dance classes, fitness, teen leaders, and youth in government Students with behavioral issues are referred to the Youth Director who documents the issues, proposes solutions and/or consequences 	<ul style="list-style-type: none"> Students will have increased activity, academic performance, better self-esteem, and overall improved mental health. Parents will feel more positive about returning to work and will thrive mentally, physically, and socially knowing their child is in a safe environment. 	<ul style="list-style-type: none"> Parkview Huntington Family YMCA

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Blessings in a Backpack 	<ul style="list-style-type: none"> Number of program participants Teacher effectiveness survey 	<ul style="list-style-type: none"> Provide free weekend food to elementary students who receive free or reduced lunch from the school 	<ul style="list-style-type: none"> Decrease childhood hunger for students each weekend that facilitates improved mental health and improved school performance Increase community awareness 	<ul style="list-style-type: none"> Community individuals and businesses

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Client Advocate Program 	<ul style="list-style-type: none"> Number of clients accessing Client Advocate Program Number of interactions between Client Advocates and clients or family Number of health care supplies distributed Number of durable medical equipment loaned Number families participating in financial assistance Amount of financial assistance provided Number of clients participating in complementary care or educational programming 	<ul style="list-style-type: none"> Client advocates who provide information, advocacy, and referrals Mental health counseling Support Groups Health care supply distribution Durable medical equipment loans Financial assistance to help with co-pays for prescriptions and office visits Nutrition workshops and consultations with a registered dietitian Complementary care programming including massage, tai chi, yoga, and meditation Education programming including disease management and caregiver support 	<ul style="list-style-type: none"> Clients will access mental health support services, learn coping skills and tools to better maintain their mental health and reduce stress through interaction with client advocates. Clients utilize the practical resources to reduce the financial burden and improve access to health care. 	<ul style="list-style-type: none"> Cancer Services of Northeast Indiana

Identified Health Need: Mental Health				
Goal: By December 31 st , 2025 Lessen the stigma and better the mental health of Huntington County				
Objective: Improve knowledge and/or behavior related to mental health in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventive Health Education 	<ul style="list-style-type: none"> Number of participants Number of programs scheduled Pre/posttest results Teacher/parent evaluations School feedback 	<ul style="list-style-type: none"> Annually provide 30 preventive health education sessions to 900 Huntington County youth in grades Preschool-12 	<ul style="list-style-type: none"> Increase knowledge by 35% or more Students will learn the importance of staying safe online and the warning signs of suicide. 	<ul style="list-style-type: none"> McMillen Health

Substance Use/Abuse

Identified Health Need: Substance Use/Abuse				
Goal: By December 31 st , 2025 decrease rates of substance use and abuse in Huntington County				
Objective: Improve knowledge and/or behavior related to substance use and abuse in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Women's Residential Recovery Program 	<ul style="list-style-type: none"> Number of women caught in the criminal justice system for reasons related to addictions, abuse, and poverty who enter the program and graduate Percent of residents gainfully employed prior to graduation Percent of residents who report an increased knowledge of local resources Percent of residents who report an increase in self-esteem 	<ul style="list-style-type: none"> Each woman is linked with the appropriate community resource to assist with finding employment One-on-one connections with a sponsor and/or mentor, others in recovery, and volunteers who teach classes on various topics health and wellness topics 	<ul style="list-style-type: none"> Residents gainfully employed prior to graduation Increased knowledge of community resources Increased self-esteem 	<ul style="list-style-type: none"> Place of Grace

Identified Health Need: Substance Use/Abuse

Goal: By December 31st, 2025 decrease rates of substance use and abuse in Huntington County

Objective: Improve knowledge and/or behavior related to substance use and abuse in 100% of program participants

Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventive Health Education 	<ul style="list-style-type: none"> Number participants Number of programs scheduled Pre/posttest results Teacher/parent evaluations School feedback 	<ul style="list-style-type: none"> Annually provide 30 preventive health education sessions to 900 Huntington County youth in grades Preschool-12 	<ul style="list-style-type: none"> Increase knowledge by 35% or more Students will gain the knowledge surrounding the hidden costs of smoking in a monetary sense, as well as the effects on physical health. Students will gain the knowledge necessary to avoid peer pressure through refusal skills and learn myths associated with opioids. 	<ul style="list-style-type: none"> McMillen Health

Child Abuse/Neglect

Identified Health Need: Child Abuse/Neglect				
Goal: By December 31 st , 2025 decrease rates of child abuse and neglect in Huntington County.				
Objective: Improve knowledge and/or behavior related to child abuse and neglect in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> On Your Way Up 	<ul style="list-style-type: none"> Number of car seats provided Number of families children provided education and community resources Number of safety items distributed Percent of participants reporting safety increased because of the program 	<ul style="list-style-type: none"> Car seats will be provided to families along with instillation and safety education Families will receive family specific safety items 	<ul style="list-style-type: none"> Parents will have the resources needed to reduce the risk of incidences of neglect or even abuse due to the lack of appropriate safety items 	<ul style="list-style-type: none"> The Youth Services Bureau of Huntington County

Identified Health Need: Child Abuse/Neglect				
Goal: By December 31 st , 2025 decrease rates of child abuse and neglect in Huntington County.				
Objective: Improve knowledge and/or behavior related to child abuse and neglect in 100% of program participants				
Program	Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Preventive Health Education 	<ul style="list-style-type: none"> Number participants Number of programs scheduled Pre/posttest results Teacher/parent evaluations School feedback 	<ul style="list-style-type: none"> Annually provide 30 preventive health education sessions to 900 Huntington County youth in grades Preschool-12 	<ul style="list-style-type: none"> Increase knowledge by 35% or more Students will learn they are the boss of their body, how to identify a trusted adult when they are inappropriately touched or bullied, and how to identify abusive relationships while dating. 	<ul style="list-style-type: none"> McMillen Health

Significant Health Needs Not Addressed by the Implementation Strategy

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

- **Obesity, chronic obstructive pulmonary disease, kidney disease, cancer, diabetes and cardiovascular disease**— While Huntington Memorial Hospital, Inc. did not select these chronic diseases as top health priorities to fund through Community Health Improvement dollars, our intent is to help to prevent and reduce the presence of chronic conditions like the aforementioned by addressing mental health through nutrition education, increased access to healthy foods, active living programs and education on other healthy lifestyle habits internally and externally through community partners and other grants.
- **Asthma**- Individuals' inpatient and outpatient medical providers address the needs of those with asthma.

References

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 Huntington County. For additional information about Huntington Memorial Hospital, Inc.'s 2022 CHNA or 2023 Implementation Plan, please contact us.

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Board Approval

Approved by the Huntington Memorial Hospital, Inc. Board of Directors
April 26th, 2023