



PARKVIEW

COMMUNITY HEALTH IMPROVEMENT



2026 Implementation Strategy

Parkview DeKalb Hospital



PARKVIEW
HEALTH

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About This Report

To grow and ensure the continued quality of Parkview Health's commitment to improving the health of our community, each of our licensed hospitals prepares a Community Health Needs Assessment (CHNA) and subsequent implementation strategy on a triennial basis. Using the knowledge gained from the 2025 CHNA results, this report will define Parkview DeKalb Hospital's community health implementation strategy for the 2025-28 assessment cycle as federally required by the Affordable Care Act. In doing so, this report will accomplish the following:

- Define the community we serve
- Summarize the 2025 CHNA and implementation strategy processes
- Summarize how top health needs were prioritized
- Describe how the hospital is addressing these community needs
- Describe unmet needs that were identified by 2025 CHNA

IRS Mandate

The contents of this report were formed in compliance with the requirements of Internal Revenue Code 501(r)(3)(A) set forth by the Internal Revenue Service for tax-exempt health systems and hospitals, defined within the Patient Protection and Affordable Care Act.

About Parkview Health

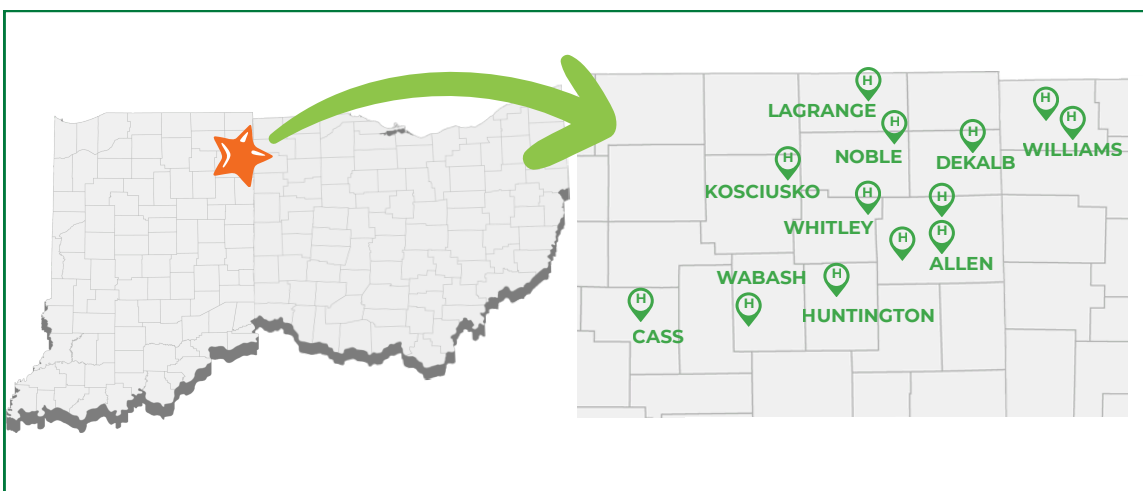
Parkview is a not-for-profit, community-based health system. It serves a population of more than 1.3 million in Indiana and northwest Ohio. With more than 17,500 employees, Parkview is the region's largest employer. Parkview started as Fort Wayne City Hospital and has been serving the community since 1878. Parkview Health formed in 1995, and the heritage of care and compassion continues today with 15 hospitals and over 300 outpatient centers and physician offices.

Parkview has a mission to improve health and inspire well-being in the communities we serve.

Community Served

For the purposes of this implementation strategy, the Parkview Health service area consists of the counties where a full-service Parkview hospital is located. This includes Allen, Cass, DeKalb, Huntington, Kosciusko, LaGrange, Noble, Wabash, and Whitley Counties in Indiana and Williams County in Ohio. Within this broader service area, the "Community Served" for this implementation strategy is defined specifically as DeKalb County, Indiana.

DeKalb County, home to Parkview DeKalb Hospital, serves a population of 43,584 residents, according to the 2025 Parkview DeKalb Hospital CHNA. The county's median household income is approximately \$70,080, with 10.1 percent of households living below the federal poverty level. Additionally, 6.8 percent of residents are uninsured. More detailed demographic and health data for each county within the Parkview Health service area is available on the [Community Data Hub](#).



2025 CHNA Process and Methodology

The CHNA is conducted every three years to identify and address the most pressing health needs in the Parkview Health service area. The 2025 CHNA was led by Parkview Health and the Health Services and Informatics Research (HSIR) team at Parkview’s Mirro Center for Research and Innovation. By using various data sources, we identified the top health needs in the community. We compared needs at the county level with those of the Parkview Health service area and the entire state. Findings were shared with the community and hospital partners to determine which health needs were most pressing.

Primary Data

Primary data for the 2025 CHNA was gathered by using surveys and focus groups. Surveys were conducted between September 2024 and December 2024, engaging 5,030 residents and 960 key informants through online and paper formats in five languages. These surveys assessed demographics, health concerns, healthcare access, mental health, and digital access. Focus groups were held from March 2025 to May 2025, with 34 sessions across the service area, each involving 5 to 15 participants from diverse backgrounds. These discussions explored health needs, barriers, and available resources.

Secondary Data

The Metopio platform was instrumental in gathering data from multiple sources, which, when combined with survey and focus group findings, provided a comprehensive view of each community’s health landscape. This secondary data offered valuable insights into health behaviors, outcomes, and social factors, using the most recent five-year averages or single-year data. Once all data was analyzed, the findings were shared with community and hospital partners, leading to the identification of priority health needs for 2025–28. The overall process focused on understanding community needs, prioritizing the most pressing issues, and identifying available resources and gaps to guide strategic planning and improve health outcomes.

Top Five Identified Health Needs

DeKalb County’s Top Five Health Concerns

- Access to Mental Healthcare and Addiction Services
- Affordable and Healthy Food
- Housing Affordability
- Mental Health and Mental Disorders
- Obesity



Prioritization Process

Prioritization Overview

After gathering and analyzing the data, the HSIR team used a structured process to pinpoint the community's most urgent health needs. This process was meant to be inclusive and data driven, ensuring that the chosen priorities represented both community members' experiences and health trends. The process involved meetings with community stakeholders and final selection of top health needs by hospital leaders.

Community Prioritization Sessions

- Sessions were carried out between March 2025 and May 2025 for each hospital.
- Attendees were professionals who provide a wide range of services to community members from diverse backgrounds.
- Ahead of the meeting, attendees were sent a printed scorecard with the top health needs identified for their county and related data.
- A presentation at the meeting covered data trends on the top health needs.
- Attendees participated in a discussion with a focus on benefits and challenges to addressing the health needs.
- Attendees voted to rank the top health needs based on significance, severity, relation to social drivers of health, and suitability for intervention.

Selected Health Priorities

The list of top health needs from each session was shared with hospital leadership in June 2025. With consideration given to resources, prevalence of the health need, and suitability to address the health need, hospital leaders reached consensus on the final following top health priorities:

Selected Priorities for Parkview Health – DeKalb County

- Access to Mental healthcare and Addiction Services
- Affordable and Healthy Food
- Mental Health and Mental Disorders



Implementation Strategy Process

In addressing each prioritized health issue identified, Parkview DeKalb Hospital created the following implementation strategy to define how the hospital intends to address each top health need, in addition to our ongoing commitment to improving access to care. This collaborative planning process includes senior leadership, the hospital board, Community Health Improvement staff, program leads, community nurses, community health workers, and partner organizations, working alongside the results of the 2025 CHNA. Through this process, we work diligently to align the top health needs of our community with hospital resources and capabilities to create our implementation strategy in compliance with the requirements set by the Internal Revenue Service for tax-exempt health systems and hospitals.

Parkview DeKalb Hospital's board, made up of hospital board members, hospital leadership, and community stakeholders, reviewed and adopted the implementation strategy on April 20, 2026.

2026 Implementation Strategy

This section will report the strategies and program initiatives the hospital will implement, fund, or pursue in collaboration with community partners to address priority health needs over the next three years.

All planned activities align with the hospital’s mission, priorities, and operational capacity. The plan is intended to be flexible and may be revised as circumstances evolve, including changes in community needs or available resources.

Access to Mental Healthcare and Addiction Services

Program/Initiative: Inspiration Recovery Program

Goal: Expand recovery services for men, women and children by 12 beds in 2026.

Objective: Begin and finish Butler Townhouse Project by year-end 2026 for 12 more recovery beds.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Status of construction in Butler 	<ul style="list-style-type: none"> Peer support Counseling Community Connection 	<ul style="list-style-type: none"> Twelve more recovery beds will serve 20 men, women, and children a year in recovery 	<ul style="list-style-type: none"> Henerson Construction New Creation Renovation Grace Center Counseling Refuge Church

Program/Initiative: Inspiration Recovery Program

Goal: Help clients become effective and present parents in 9-12 month program.

Objective: Produce 20 graduate parents by the end of 2026.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Graduation numbers 	<ul style="list-style-type: none"> Peer support Counseling Community Connection Recovery Residence 	<ul style="list-style-type: none"> 20 parents graduate program 	<ul style="list-style-type: none"> Grace Center Counseling Refuge Church Trail to Life

Program/Initiative: Inspiration Recovery Program

Goal: For clients to be employed when exiting the program.

Objective: Produce 35 productive employees to fill local workforce needs by the end of 2026.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> Case management tracking of obtained and retained employment 	<ul style="list-style-type: none"> Peer support Counseling Community connection Recovery residence 	<ul style="list-style-type: none"> 35 local employees to graduate program Client income stabilization 	<ul style="list-style-type: none"> Grace Center Counseling Refuge Church Trail to Life

Access to Mental Healthcare and Addiction Services

Program/Initiative: Wraparound Services—for Aging Out DCS Families

Goal: To provide at least 50 hours of individualized short-term mental health services to families in 2026

Objectives:

- Maintain ongoing communication with DCS to identify families approaching case closure
- By December 31, 2026, provide a total of 50 hours of mental health services
- Implement a check-in period to our team meetings to troubleshoot barriers

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Number of families with recent DCS case closures • Number of families receiving postclosure mental health services • Total hours of mental health services provided • Number of families assessed for continued need after closure 	<ul style="list-style-type: none"> • Program manager has notified team about the availability of postclosure mental health services and discussed potential integration into current family support work • Internal team meetings have included discussions on how to identify families nearing DCS case closure who may benefit from these services 	<ul style="list-style-type: none"> • Families recently discharged from DCS receive immediate, flexible mental health support • Increased connection to community resources for ongoing support • Families are more likely to maintain a stable and safe home environment, reducing future crises • Supports healthier childhood development and strengthens community resilience 	<ul style="list-style-type: none"> • Children First Center • DCS

Mental Health and Mental Health Disorders

Program/Initiative: Iris—Families Thrive with Family Resource Centers

Goal: Provide no-wrong-door case management services and resources to 100 families in crisis in DeKalb County.

Objectives

- Reach 100 families in our first year.
- Provide prenatal programming to 25 expectant mothers.
- Provide educational programming to engage community.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Number of families reached • Track how interactions took place and when • Number of follow-up interactions • Track what resources are given and referrals are requested to understand common needs • Conduct pre- and post- surveys for family impact 	<ul style="list-style-type: none"> • DeKalb location will open mid-March and be marketed to families • Prenatal programming will be marketed throughout community and conducted in multiple languages to ensure access • Based on emerging needs and research, workshops and classes will be hosted to engage local community • The full suite of Family Resource Services will be available in DeKalb County • When possible, services will be offered in multiple languages to increase access 	<ul style="list-style-type: none"> • Children grow up to be safe, stable adults with healthy families of their own, increasing overall health and shifting the generational trajectory of the community • Families do not experience a lapse in stability or functioning due to stress or lack of education 	<ul style="list-style-type: none"> • The PCA Council in DeKalb County • DeKalb County Schools • DeKalb County Health Department • Women’s Care Center in DeKalb County • Purdue Extension • Children’s First Center

Program/Initiative: Youth for Christ

Goal: Improve teens’ mental, spiritual, and social well-being through mentorship, small groups, and community engagement.

Objectives

- We will connect with at least 400 teens who we know on a first-name basis.
- We will connect with at least 100 teens in deeper, more consistent conversational relationships.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • The number of teens who are known by name by members of our Campus Life Team • The number of teens who are connected in conversational relationships with members of our Campus Life Team 	<ul style="list-style-type: none"> • Weekly Campus Life club meetings and small groups • One-on-one mentoring conversations addressing stress, anxiety, and depression • Youth leadership opportunities and community service • Events such as spring break trips, summer camp, and winter camp 	<ul style="list-style-type: none"> • Local young people have positive connections with supportive adults and peers • Young people will have a support system to make healthy decisions and connections to mental health and other resources 	<ul style="list-style-type: none"> • DeKalb Middle and High School • YMCA of DeKalb County • DeKalb County Youth Network

Affordable and Healthy Food

Program/Initiative: Serenity House—Food Program

Goal: Provide three meals a day to program participants to allow residents mind and body to heal from the effects of drugs and alcohol.

Objectives

- Provide three nutrient rich meals a day.
- Purchase nutrient rich food from local suppliers. Keep pantry stored with nutrient-filled food.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • The number of residents that successfully graduate from the program • Monitoring and track purchases made for program needs • Collect/document impact reported by residents • A weekly number of residents served 	<ul style="list-style-type: none"> • Keep pantries adequately stocked • Allocating hours to the cook for meal preparation • Time spent shopping and prepping meal plans 	<ul style="list-style-type: none"> • Improvement of residents' overall health • Increased number of program participants/graduates • Lowering rate of court reentries in the community 	<ul style="list-style-type: none"> • Drug Court • United Way • Probation Department • Community Corrections

Program/Initiative: Warm A Heart—Community Food Distribution Program

Goal: To improve food security for families and individuals in DeKalb County by providing consistent access to nutritious food through weekly grocery distribution.

Objectives:

- Provide weekly grocery distributions including fresh produce, whole grains, and healthy food options.
- Serve families experiencing food insecurity in DeKalb County.
- Expand access to nutritious food through community partnerships and donations.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Number of families receiving food assistance each week • Quantity of nutritious food distributed through weekly grocery programs • Number of new households accessing food support services annually 	<ul style="list-style-type: none"> • Weekly grocery distribution providing nutritious food options including fresh produce, lean proteins, and whole grains • Community partnerships with donors, churches, and volunteers to support food procurement and distribution • Use of funding to purchase additional healthy food items to expand available grocery options 	<ul style="list-style-type: none"> • Increased access to healthy foods for individuals and families experiencing food insecurity. Immediate reduction in food scarcity for vulnerable households • Improved nutrition and overall health outcomes for families in DeKalb County. Reduced long-term health risk associated with poor nutrition and food insecurity • Stronger community food support networks and improved health outcomes across vulnerable populations 	<ul style="list-style-type: none"> • Local churches and volunteers • Food banks and community donors • Parkview DeKalb Hospital • Community foundations and charitable partners

Obesity

While obesity was not selected as a top three priority for Parkview DeKalb Hospital, the hospital will continue to incorporate this priority into its strategy.

Program/Initiative: Jam Center - Holistic Wellness in DeKalb County

Goal: The JAM Center will cultivate depth in holistic wellness by expanding equitable access strategies and launching community wellness frameworks that integrate mental health support, inclusive programming, and partnerships; this will result in a 10 percent increase in engagement and satisfaction.

Objectives

- Develop new partnerships and sustain depth in current partnerships.
- Provide the community programs that educate and/or engage all or some dimensions of wellness.
- Implement new access strategies and provide depth to current strategies.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Number of visits in holistic wellness initiatives/programs • Number of active communities wellness partners • Number of services provided on scholarship • Satisfaction and asset data 	<ul style="list-style-type: none"> • Enrich community partnerships that build depth in scholarship availability • Develop new programs that are driven by outcomes: Yoga Therapy for Fall Prevention, Easterseals partnership, In the Know Sessions • Improved marketing strategies to promote scholarship access and personalized wellness experience 	<ul style="list-style-type: none"> • An increase in engagement and satisfaction by 10 percent • Removed barriers to access of services, resulting in higher levels of engagement and usage; greater level of collaboration across the community • Cultivation of a stronger, healthier, empowered, and more connected community • JAM Center utilized as a connection hub for holistic services and support 	<ul style="list-style-type: none"> • Parkview Health • Rocksteady Boxing NEI • Loving Benjamin Remembrance Photography • Bowen Health • Cancer Services NEI • DeKalb Health Department • Northeastern Center • Care providers • Community groups

Obesity

Program/Initiative: McMillen Health—Health Education for DeKalb County

Goal: To provide ten Life Skills and Nutrition and Fitness preventive health education programming sessions to approximately 250 DeKalb County students in grades pre-k through 12.

Objectives:

- McMillen Health will provide ten preventive health education programming sessions to approximately 250 DeKalb County students in grades pre-k through 12.
- McMillen Health’s professional health educators will observe an increase in knowledge of 35 percent, or higher, among students in these sessions.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Pre- and post-tests are conducted during each session for students in grades 2 and above. • Attendance 	<ul style="list-style-type: none"> • McMillen Health markets this programming to schools in DeKalb County and will schedule sessions with interested teachers • Began using Feathr to market the programs 	<ul style="list-style-type: none"> • Increase in knowledge on preventive health related topics • We expect to see students sharing this information with their peers and families, increasing the impact of this program beyond the students initially served • Students will be aware of healthy and unhealthy habits, and how these habits can affect their health • These programs will also provide them with strategies to mitigate and avoid these unhealthy habits 	<ul style="list-style-type: none"> • DeKalb County schools

Access to Healthcare

While access was not selected as a top three priority for Parkview DeKalb Hospital, access to healthcare remains as an ongoing commitment for the hospital.

Program/Initiative: St Martin's Dental—Expanding Dental Care Access

Goal: St. Martin's Healthcare is committed to transforming lives by providing essential dental services to those in need increasing mental wellness.

Objectives:

- Provide 100 dental visits to DeKalb County residents.
- Apply more than 50 fluoride varnishes and 50 sealants for children and youth.
- Relieve acute pain in 70 percent of adults within two weeks.

Indicator	Interventions	Anticipated Impact	Internal/External Partners
<ul style="list-style-type: none"> • Completed visits • Quantity of services • Quality of care 	<ul style="list-style-type: none"> • Mobile Unit has been equipped to serve the dental population • Flyers have been put out in the areas served • Informed area dental offices of service 	<ul style="list-style-type: none"> • Measurable improvement in oral health and quality of life • Lowering long-term costs for families and the healthcare system 	

Identified Health Needs Not Addressed

While prioritizing the hospital's top three health concerns with internal and external stakeholders, we consider the data, health-needs significance, severity, our capacity to impact, suitability, resources available, and health disparity related to social determinants of health. Based on these points, we chose to not directly address the following needs identified by our 2025 CHNA:

- Housing Affordability

For More Information

Parkview would like to extend gratitude toward its community partners for their collaboration with the 2025 CHNA and 2026 implementation strategy process that addresses the health needs of DeKalb County. For additional information about Parkview DeKalb Hospital's 2025 CHNA or 2026 Implementation Plan, please contact us at community.health@parkview.com.

Board Approval

Approved by Parkview DeKalb Hospital's Board of Directors on
April 20, 2026