

Pine Rest Christian Mental Health Services Community Health Improvement Plan October 2024

The Affordable Care Act contains provisions that require hospitals to conduct or participate in a Community Health Needs Assessment (CHNA). In order to maintain non-profit status, hospitals are required to respond to the identified needs by using their community benefit dollars to impact the community needs identified in the CHNA report. This document presents the outcomes of the 2024 Pine Rest Board approved plan and contains a new plan for 2025 through 2027 that has been approved by the Executive Leadership Team. It is presented for the Board's approval.

Background

The law requires that a new CHNA be conducted every three years. Pine Rest has participated in the completion of the 2023 CHNA in collaboration with other local health systems and the Kent County Health Department. It was published in May 2024, is posted on the Pine Rest website and can be found at [FINAL-2023-CHNA-REPORT.pdf \(accesskent.com\)](#). Following completion of the report, the following priority health issues were identified:

- Housing
- Health Insurance
- Access to Medical Care
- Access to Healthy Foods
- Mental Health

Pine Rest leadership has reviewed the priorities and identified those that will be addressed with Pine Rest community benefit funds during Fiscal Year 2025. The following describes the strategies to be implemented, the rationale for the strategies, how the organization will measure the impact, and the source of community benefit funds that will be used to fund the strategy.

The priority health issues that will not be addressed in Pine Rest's plan are Housing and Access to Healthy Food. Pine Rest's expertise is in behavioral health care. With that being said, Pine Rest will target Mental Health, Access to Medical Care, and Health Insurance. Pine Rest intends to focus allocation of resources on the priority needs of the community that fit within its expertise.

Pine Rest Strategies for 2025 through 2027

Over the next three years, Pine Rest's planned strategies outlined below will address these issues and seek to improve access to health care, mental health, and health insurance.

CHNA Priority Health Issues: Mental Health

1. Pine Rest Strategy: Impact Suicide Rates through the implementation of Zero Suicide efforts

Rationale: While rates for other age groups have stabilized or decreased, suicide rates for individuals under 24 years old have increased over the last five years.

2. Pine Rest Strategy: Improve mental health treatment provision by addressing employee trauma

Rationale: Improving employee mental health will lead to increased job satisfaction, improved care outcomes, and better retention rates. This will reduce wait times for patients seeking care and improve patient satisfaction.

3. Pine Rest Strategy: Determine greatest areas of need through data collection

Rationale: Community respondents identified the need for more diversity among mental health providers. In order to align our team and our treatment with the diverse needs of the community, we first need to understand who we are treating and what their needs are.

Strategy to Meet the Need	Activities	How Impact will be Measured
Impact Suicide Rates through the implementation of Zero Suicide efforts	Improve Safety Planning	<p>Increase percentage of at-risk patients with a collaborative safety plan</p> <p>Increase quality of safety plan items as assessed by safety plan quality audits (using evidence-based safety plan quality rating grid)</p>
	Improve Screening and Assessments both internally and in community partner offices	<p>Percentage of patients screened who were screened for suicidal thoughts/behaviors using evidence-based screening tools</p> <p>Percentage of behavioral health patients receiving suicide risk assessment using evidence-based Suicide Risk Assessment tool</p>
	Train RNs in Lethal Means Reduction (LMR)	Number of RNs trained on LMR
Improve mental health treatment provision by addressing employee trauma	Development of enhanced training for psychiatric technicians	Number of psychiatric technicians trained
	Development of a peer support program for direct care staff	Number of direct care staff participating in group Participant Surveys

	Adjustment of Employee Assistance Program to improve employee resilience	Number of employees engaged in adjusted program.
Determine greatest areas of need through data collection	Improve tracking of Social Determinants of Health of all Patients/Clients by collecting data	Percentage of Patients/Clients for whom SDOH data is collected (goal 90%)
	Develop interventions to address SDOH needs of patients/clients	Review and analyze data every 6 months. Develop one intervention for each of the top two areas of need

CHNA Priority Health Issues: Access to Medical Care

Rationale: One in four survey respondents faced barriers when trying to access health care. These barriers include the cost of care, physical access to care, navigation of the health system, and negative interactions with providers. To address these barriers, Pine Rest is taking the following strategies:

1. **Pine Rest Strategy: Improve provider availability through workforce development programs**
2. **Pine Rest Strategy: Improve patient quality of care through organizational behavior shifts**
3. **Pine Rest Strategy: Establish a Pediatric Center of Behavioral Health**
4. **Pine Rest Strategy: Increase training opportunities to advance clinical competence**

Strategy to Meet the Need	Activities	How Impact will be Measured
Improve provider availability through workforce development programs	Expansion of Advance Practice Professional (APP) training program	Number of APP training participants engaged in specialty tracks
	Development of post-graduate MSW structured supervision will lead to broadened competence.	Participant Surveys and Supervisor feedback
	Increase behavioral health nursing workforce through Pine Rest Nursing Academy.	Number of new nurses trained in next three years (goal 55).
Improve patient quality of care through organizational behavioral shifts	Train employees on care considerations for diverse patients/clients	Number of employees trained in three years (goal 800)

Establish a Pediatric Center of Behavioral Health	Develop pilot programs to rapidly increase access to specialized services such as Pediatric Psychiatric Urgent Care, Eating Disorders Partial Hospitalization Program, and autism spectrum disorder inpatient.	Commencement of pilot programs Number of patients treated in pilot programs
Increase training opportunities to advance clinical competence	Train clinical providers in specialty services such as Substance Use Disorders, Autism Spectrum Disorders, Eating Disorders, Parent-Child Interaction Therapy, Pediatric Care	Number of clinical providers trained in 3 years
	Provide education to external stakeholders via Nursing Grand Rounds	Number of Grand Rounds completed annually
	Hold clinical conferences for both internal and external clinicians via annual nursing conference	Number of conferences held Number of internal participants Number of external participants Survey scores

CHNA Priority Health Issues: Health Insurance

1. Pine Rest Strategy: Assist patients/clients with affordable behavioral health care services

Rationale: Compared to adults with private insurance, those who were uninsured in the past year were five times more likely not to seek necessary medical care due to cost.

Strategy to Meet the Need	Activities	How Impact will be Measured
Assist patients/clients with affordable behavioral health care services	Assist patients/clients with Medicaid applications utilizing financial patient representative	Number of patients who engage with financial patient representative Number of Medicaid applications assisted
	Provide underinsured and uninsured patients with financial support through patient assistance fund (PAF)	PAF dollars used Number of patients benefiting from use of PAF