



**Community Health Needs Assessment –
Implementation Plan FY 2016 Update**

clarity | **child
guidance
center**
healing young minds & hearts

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Introduction

The following report provides an update for the activities that took place during Fiscal Year 2016 (July 1st 2015 through June 30th 2016) in accordance with the Community Health Needs Assessment (CHNA) – Implementation Plan 2015. The first part of this report reiterates the priorities and plan previously communicated and is followed by the corresponding achievements. The complete 2015 CHNA Plan can be found on our website at this link: <https://www.claritycgc.org/about-clarity/reports-for-the-community>

Priorities and Plan (from the 2015 Implementation plan)

As a non-profit private hospital, Clarity CGC has the capability and capacity to do the following:

- Partner with the community to receive funding from individuals, corporations, foundations and the local United Way.
- Re-invest funds directly into our services rather than a dividend/shareholder.
- Recruit top professionals at competitive costs, particularly due to our affiliation with the University of Texas Health Science Center at San Antonio (UTHSC-SA).

In return, with a strong and unwavering focus on our mission, we have a responsibility to:

- Meet the need of any family regardless of their ability to pay.
- Make treatment increasingly accessible.
- Provide the best services possible by optimizing the use of resources.
- Educate the community.

In evaluating the results of our key stakeholder interviews and survey respondents, we ranked the opportunities identified in the following manner:

- Does the opportunity align with our values, our mission and our vision?
- Is it a core competency currently? If not, is it a complementary core competency that strengthens our value proposition?
- Is there another organization or entity that could better address the need versus Clarity CGC?
- Is there a viable funding stream for sustainability purposes?
- Does the opportunity create the foundation to impact improvements in other areas of need, if implemented?

- What are the benefits in quantifiable terms of implementing the opportunity? Conversely, what consequences occur if it's not implemented?

Our Plan

Leadership and staff evaluated the opportunities revealed in the Community Health Needs Assessment and with the guidance of the Board of Directors, developed a strategic plan to address gaps in the community. Items prioritized were the following:

1. Continue investing in development to enable systemic and repeatable funding streams to our existing business model of billing insurance companies.
2. Explore methods to increase access to care, knowing that a severe shortage of psychiatrists has been an ongoing societal issue.
3. Expand levels of care and types of care in the community.
 - a. Deployment of neighborhood based clinics over a period of several years to expand access to mental health care, alleviating wait times for initial care and transportation issues.
 - i. Expand traditional, longer-term outpatient therapy to include a brief psychotherapy model.
 - ii. Include medication management at the clinic, when feasible.
 - iii. Offer day treatment, formally known as partial hospitalization, when feasible.
 - b. Deploy brief therapy options beyond the neighborhood clinics.
 - c. Evaluate non-medical based levels of care, such as intensive outpatient, respite beds, etc.
 - d. Evaluate addition of substance abuse services and support.
 - e. Evaluate home and school based partnerships for services.
4. Deepen the relationships and outreach related to *One in Five Minds*, Clarity CGC's signature campaign to end the stigma of mental illness.
5. Implement care coordination to create more effective utilization of health services for children at high-risk.

Our Progress

During the fiscal year 2016 (July 1st, 2015 to June 30, 2016) we accomplished the following:

1. We solidified and expanded our partnerships with local funding partners to enable a systemic and repeatable funding streams:

- a. We have continued to successfully report outcome metrics and fully realize \$4.1M in funding from the DSRIP/1115 Waiver, with another \$1M anticipated for Demonstration Year 6.
- b. United Way of San Antonio and Bexar County continued to support our mission with \$1.3M in funding and in 2016 increased their support to include a new and innovative outpatient triage, brief therapy, and assessments program.
- c. Methodist Healthcare Ministries has funded us four years in a row with large gifts of \$400,000 annually and is on track to be a renewable funding source for years to come.
- d. Valero Energy Foundation committed to \$500,000, payable over a five-year period.
- e. The Greehey Family Foundation has provided \$400,000 in program and capital funding, with a likelihood of future funding.
- f. The Kronkosky Charitable Foundation has provided nearly \$900,000 in a five-year period with a likelihood of future funding.
- g. Other partnerships have grown substantially, such as the San Antonio Area Foundation who is anticipated to fund at a \$50,000 level in 2017, up from \$10,000 in 2009; while the Najim Family Foundation has grown from \$10,000 to \$60,000 in the same time period.

2. We increased access to care in several ways and 3. Expanded levels of care and types of care in the community.

- a. We expanded inpatient acute care capacity from 52 beds to 66 inpatient beds. Our number of inpatient admissions went from 1,388 in FY2015 to 1,692 in FY 2016, and our patient days rose from 14,879 to 16,731, a 12% increase. Our new Crisis Assessment Center is open 24-hours a day, seven-days a week.
- b. We expanded service capacity at our first urgent need clinic at Westover Hills, with now four licensed professional counselors, a full-time psychiatrist, and day treatment center. We increase the number of patient sessions from 799 in FY2015 to 2,022 in FY2016 and patient days in day treatment from 477 to 1,300.
- c. We piloted a new program funded by the United Way which includes outpatient triage, psychological assessments and brief therapy.
- d. We doubled the capacity of our main campus day treatment facility allowing a child to stay with us 8:00 a.m. until 3:00 p.m., Monday through Friday for intensive treatment coming out of hospitalization, or as a measure to prevent hospitalization. We offer this

level of care at two locations in the community. The number of patient days in day treatment went from 2,715 in fiscal year 2015 to 4,564 in fiscal year 2016, a 68% increase! The increase is anticipated to continue as additional staffing is allowing the main campus center to serve 30 patients at a time, versus the previous 20-25.

- e. We built a new Outpatient Services facility that provided over 30,000 appointments in 2016.
- f. We expanded the partnership with UT Health-San Antonio (formerly University of Texas Health Science Center-San Antonio) Department of Child and Adolescent Psychiatry by bringing their department directly on our campus.
- g. We further expanded our UT Health-San Antonio partnership by providing preceptor and training support for the Nurse Practitioner program and hired a psychiatric nurse practitioner to join the team at Clarity. Further, most local nursing schools have their students rotate on the main campus to gain additional skills.
- h. The expansion with UT Health-San Antonio now includes Family Medicine residents who gain skills on the main campus at Clarity.
- i. We partnered with Baylor College of Medicine so that their pediatric residents rotate through our hospital to increase the knowledge base of physicians beyond psychiatry.
- j. We opened an on-site pharmacy, in partnership Genoa, which allows patients and families a one-stop service on campus for all prescription needs.
- k. We utilized the telepsychiatry services with a Houston based partner.
- l. In relation to school-based services, research commenced in the summer of 2016 on a prevention pilot with a school-based partner. More details on this partnership will be available in the next CHNA update.

4. We've deepened the relationships and outreach related to *One in Five Minds*, Clarity CGC's signature campaign to end the stigma of mental illness.

- a. More than 4,000 individuals have pledged to take a stand on children's mental illness, and over 7,000 followers are active on our "1in5minds" Facebook page. Under the umbrella of this campaign, we also created and organized Strong Minds, Happy Hearts events in local schools in an effort to bring face-to-face support to parents. Parents/guardians learn about signs/symptoms of mental illness and can access the system of care through onsite exhibitors.
- b. May is Mental Health Awareness Month, and we've solidly owned the delivery of a community message that has involved Maynictures™ for women, and our symbol of hope and healing, the pinwheel, to become an iconic image. Overall, 65,000 people engaged with us in 2016 through social media, our website or at our events.

- c. We continue to hosts regular community education events for professionals at no charge as a community service. During these events, attendees hear from regional experts and earn Continuing Education Unit (CEU) credits. Video replays of the presentations are available on-demand through our YouTube channel and Clarity CGC website and were viewed over 100,000 times in the past year. In addition, over 350 professionals and educators attended our fourth annual Claritycon™, a summit on children’s mental health. The conference featured renowned speakers such as Laurence Steinberg, Ph.D., one of the world’s leading experts on child and adolescent psychological development, and Randi Silverman, writer and producer of the award winning film No Letting Go.
 - d. We actively participated in conversations at the legislative level to increase access to care, and we worked with both state and federal lawmakers to help them understand the impact of legislation and the needs of children:
 - (i) Provider network advocacy: During the last Texas legislative session, Clarity CGC helped pass a bill to create an easier path for credentialing clinicians. As a result, we helped improve the Medicaid provider network, allowing increased access for patients. When there are more clinicians who can help children, wait times for appointments are decreased.
 - (ii) Select Committee on Mental Health: This past summer, Clarity CGC was proud to contribute to the Texas Select Committee on Mental Health. This group of state lawmakers and providers met to look at all aspects of mental health in the state, including substance abuse, health plan issues, veterans, children and innovative programs. The goal was to give our state leaders insight on the state of mental health in Texas enabling them to introduce legislation and be better prepared for the 85th Texas Legislative Session.
5. **We created a department dedicated to care coordination** to create more effective utilization of health services for children at high-risk. Our Care Coordination team helps the family navigate treatment and removes the barrier to care. Whether it is setting up appointments, or helping to navigate other supports from the system of care, this team is a guide and navigator post-discharge. Additionally the team can provide support for food-insecurity, such as a trip through our on-site food pantry for through our partnership with the San Antonio Food Bank. Or, warm hand-offs to other United Way Partner Agencies for other social determinant needs can occur based on the family’s unique situation. Care Coordination is the best way to keep patients compliant to the treatment plan, while removing barriers to care.

As a result of our outreach and increase of access:

- The number of assessments provided by Clarity CGC has grown 4,450 in FY2014 to 5,334 in FY2016, 20% growth in 2 years. We have seen a large increase in the number of walk-ins, and are able to provide these families with directions for next steps.
- The total number of patient days provided in FY2016 was 21,295, a 21% increase year-over – year.
- The number of first time patients we see in our inpatient program has grown from 49% in the first half of FY2016 to 71% in the second half.

Through our voice of the consumer reporting system, utilizing the top-two boxes of “always” and “usually”, we are able to measure the satisfaction of the families we serve:

- 98% of inpatient parents report that the staff understand their children’s strengths and weaknesses and show a genuine interest in them.
- Over 96% of parents report that our providers listen, care and communicate well.
- Over 96% parents would definitely, or probably recommend Clarity CGC to their family members or friends

In closing

The State of Children’s Mental Health in our region continues to be a mixed picture. The conclusions and recommendations of the Texas Select Committee on Mental Health bring hope that Mental Health remains a priority for the state of Texas. Grassroots engagement, community coordination, and access to care are improving within Bexar County, where our private, non-profit is located. However, there are still too few beds, too few physicians and a new barrier to accessing long-term sub-acute residential care through commitments that is negatively impacting many Bexar County families.

Our job is to continue to provide excellent services to the families we serve, and to create more capacity so that the treatment needed by children is much more accessible. As a result of our services, we help heal young minds and hearts.