

2016 Community Health Needs Assessment

CHNA Implementation Plan

Sheppard Pratt Health System
– Ellicott City

November 15, 2016

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Sheppard Pratt Health System is a private, non-profit behavioral health system operating two hospitals (one in Towson, MD and one in Ellicott City, MD). Since its founding in the late 19th century, Sheppard Pratt has had a long history of “Meeting needs that not otherwise would be met.” These were the words of founder Moses Sheppard as he articulated his vision for the original Sheppard Asylum. Over the intervening 125 years of operation, this admonition has been part of the organization’s Quaker heritage and core values.

This Implementation Plan addresses the community health needs activities of the hospital located in Ellicott City, MD. The triennial Community Health Needs Assessment was completed in May, 2016 and received Board approval on June 7, 2016. The CHNA includes relevant information which informs and supports the Implementation Plan recommendations.

Key sections of the CHNA include the profile of Sheppard Pratt hospital, information about the community and patients served, including health status and demographic factors, and more focused information about behavioral health status and needs.

In the completion of the CHNA, input was sought from a large group of community informants, through individual interviews and focus groups. Those individuals are identified on pages 28 and 29 of the CHNA. The methodology deployed to prioritize new community benefit initiatives in response to the identified needs in the CHNA are described on page 30 of the documents.

In terms of ongoing Community Benefit initiatives, the following significant activities in which Sheppard Pratt Hospital – Ellicott City is currently involved will continue. These activities are reported annually in the hospital’s Community Benefit reports and filings.

Select Ongoing Community Benefit Initiatives

- Offering of Financial Assistance in compliance with federal and state regulatory requirements
- High quality behavioral health continuing education for mental health professionals throughout the state of Maryland
- Psycho-educational programming on a variety of behavioral health topics for individuals and families
- Online Autism information resources
- Collaborative participation in community based advocacy efforts designed to enhance access to behavioral health care services
- Staff participation in professional groups and forums organized for the professional advancement of understanding and treatment for mental health conditions
- Clinical programs designed to fill gaps in community resources, such as post discharge bridge visits

- Services focused on the special needs of individuals with addictions, particularly in the context of increased prevalence of opioid dependence
- Hosting of numerous self-help groups focused on behavioral health conditions

Community Benefit Initiatives to Be Implemented As a Result of the Findings of the 2016 CHNA

By way of context, Sheppard Pratt is actively involved in the development of a replacement hospital facility in the Elkridge community of Howard County, a short distance from the current Ellicott City campus. The new facility will feature a larger hospital with more diversity of programs and an outpatient pavilion that is intended to be home to a variety of community partners and service providers. As a result of the expansion and relocation, there will be more opportunities to leverage the campus in the context of community benefit. As an example, the outpatient pavilion includes a 100 seat auditorium that will be available to the community for a variety of uses as well as a contemplated primary care practice which can serve as a locus for integrated collaborative care. As we consider the findings of the 2016 CHNA in terms of implementation opportunities, we do so in part with the recognition of the new opportunities the Elkridge campus will provide for the hospital to be a more vibrant community resource.

There were 25 identified community benefit initiatives that came forward from the Sheppard Pratt at Ellicott City CHNA. As a result of the ranking methodology deployed, the following six initiatives, representing issues of basic access to care, gaps in specialized services and systems issues were prioritized as the new initiatives on which to focus over the three year period:

- Stigma reduction (Systems issue)
- Aftercare services and care coordination post discharge (Specialized services)
- Outpatient services for general psychiatric conditions and all age groups. (Basic Access Issue)
- Access to mental health services delivered on an integrated care basis (Access issue)
- Transitional services for adolescents such as intensive outpatient, transitional housing (Specialized services)
- Integrated care for co-occurring disorders (SUD and MI) for adults – outpatient (Specialized services)

Planning for New Initiatives

- (1) Stigma Reduction – We intend to collaborate vigorously in community wide projects and initiatives designed to reduce stigma related to the understanding and treatment of mental illness and related conditions.
- (2) Aftercare Services and Care Coordination Post Discharge – We intend to collaborate with a community based provider to follow patients who are at risk of precipitous readmission in a post-discharge care coordination initiative as a means of preventing readmissions.
- (3) Outpatient Services – Demand for outpatient mental health services greatly exceeds supply, both in the community at large and within our health system. We have already begun to provide child psychiatry time at no charge to Way Station’s Howard County mental health clinic to help them meet the need for urgent crisis assessment of children. We are providing the

service via the medium of telemedicine from our Towson location to Howard County. We will continue to explore opportunities to expand outpatient services in collaboration with partners throughout Howard County.

- (4) Mental Health Services Delivered on an Integrated Basis – We will identify primary care partners in Howard County with whom we can introduce an integrated care model as part of our Elkridge pavilion planning.
- (5) Transitional services for adolescents such as intensive outpatient, transitional housing – We will seek partners in Howard County to determine the best way to contribute to these transitional services for adolescents
- (6) Integrated care for co-occurring disorders (SUD and MI) for adults – outpatient – We will formulate plans for the expansion of our existing co-occurring services in Howard County as part of our Elkridge pavilion planning.

In addition to these six prioritized initiatives, there were 19 other recommendations that were ranked by need and feasibility. Based on the ranking process, four of these initiatives were determined to be low need; those recommendations will not be pursued. With respect to the remaining 15 recommendations, because of limited resources and the intensity of focus on the development of the Elkridge campus, we will not pursue these other identified needs at this time but will incorporate some of them into multi-year planning for the expanded campus in Elkridge.

Ranked as High Need (will be considered with longer range vision due to limited health System resources):

- Adolescent wrap-around services (Specialized services)
- Mental health courts in every county (Systems issue)
- In-home behavioral health services for seniors (Ellicott City – includes substance abuse) – (Specialized services)
- Autism spectrum services for older adolescents and young adults with a behavioral management focus (Specialized services)
- Long term Inpatient beds for chronic psychiatric conditions (Systems issue)
- Trauma services for special populations: autism spectrum, non-English speakers, individuals with leading disabilities and developmentally delayed children and adults (Specialized services)
- School based early intervention programs for behavioral health and substance abuse (Specialized services)
- Culturally competent behavioral health services for growing immigrant populations
- Intensive, non-traditional service delivery for individuals with serious mental illness (Systems issue)
- 24/7 Crisis Response services (Basic Access issue)
- Outpatient services for trauma (Specialized services)
- Autism spectrum services for children and families including screening, outpatient and family support (Specialized services)
- Emergency Department diversion strategies and services for behavioral health emergencies (Systems issue)
- Sober homes (Specialized services)

Will not be pursued at this time due to low need determination:

- Transportation options for treatment facility transfers (Specialized services)
- Day hospital programs for seniors (Specialized services)
- Crisis beds for children (Systems issue)
- Child psychiatry services, especially in-home services (Specialized services)

Collaboration

The implementation of these community benefit projects will involve collaboration with a number of community partners. As we continue to plan and execute these initiatives, the cadre of collaborators may expand and the roles for each will become better defined. At this time, we anticipate the following involvement with collaborators –

- Howard County General Hospital(collaborative care)
- National Association for Mental Illness – Maryland (anti-stigma efforts)
- Mental Health Association of Maryland (anti-stigma efforts)
- Horizon Foundation (anti-stigma efforts)
- Media Outlets (anti-stigma efforts)
- CRISP Health Information Exchange (collaborative care)
- Way Station, Inc. (outpatient services)
- Community based addiction treatment programs (opioid dependence initiatives)
- Howard County Core Services Agency (outpatient services)

Ongoing Internal Readiness

In order to monitor and maintain momentum of community benefit activities, a community health committee may be formulated to assure that adequate progress is being made on the implementation of initiatives, refinement and tracking of measurable outcomes and ongoing cultivation of collaborative relationships.

Board Approval

The Implementation Plan for the Sheppard Pratt Hospital – Ellicott City 2016 CHNA was approved on November 15, 2016.