Devereux Advanced Behavioral Health
Devereux Pennsylvania Children’s Behavioral Health Center

Community Health Needs Assessment and Implementation Strategy
2014-2016
Devereux Advanced Behavioral Health –
Devereux Pennsylvania Children’s Behavioral Health Center:

Community Health Needs Assessment
and Implementation Strategy
2014-2016

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EXECUTIVE SUMMARY

Devereux Advanced Behavioral Health (Devereux) is a national nonprofit partner for individuals, families, schools and communities, serving many of the most vulnerable members of our society in the areas of autism, intellectual and developmental disabilities, specialty mental health, and child welfare.

Devereux operates a network of clinical, therapeutic, educational and employment programs that positively impact the lives of tens of thousands of children, adults – and their families – every year. Our extensive array of services include: acute care, treatment in residential settings, community-based living, special education day schools, foster care, autism assessments, employment and transition services, group homes, school and family consultation, traditional and therapeutic foster care, and outpatient/other specialized services. We are guided by our mission: To change lives by unlocking and nurturing human potential for people living with emotional, behavioral or cognitive differences.

In furtherance of this critical mission, Devereux provides acute inpatient psychiatric care to children and adolescents through Devereux Pennsylvania’s Children’s Behavioral Health Center (CHBC).

This Community Health Needs Assessment (CHNA) is intended to identify the significant health needs of the Community served by Devereux Pennsylvania CBHC, a freestanding, acute care inpatient psychiatric facility serving patients between the ages of five and 18. Established in 1962, Devereux Pennsylvania CBHC is one of only three such facilities in the Commonwealth of Pennsylvania. While Devereux Pennsylvania CBHC has the capability of accepting patients from a large network of referring physicians and providers, the vast majority of those individuals served reside in Pennsylvania.

The CHNA process has revealed the following significant Community health needs: (1) mental health and substance use services; (2) primary care and preventative screening; (3) obesity, physical inactivity and nutrition; (4) patient safety; and (5) medication management. To prioritize the significant health needs of the Community, Devereux Pennsylvania CBHC partnered with community organizations, funding agencies, school districts and other stakeholders to determine which of these significant health needs could be most efficiently and effectively addressed by Devereux Pennsylvania CBHC.

Specifically, Devereux Pennsylvania CBHC worked closely with Pennsylvania’s four biggest behavioral health managed care organizations that provide funding for Devereux Pennsylvania CBHC, local school districts, and the State Health Improvement Plan Advisory Committee for the Pennsylvania Department of Health.

After assessing our Community health needs, evaluating feasibility and incorporating stakeholder feedback, Devereux Pennsylvania CBHC has prioritized the following Community health needs: (1) mental health services for children and adolescents; (2) obesity, physical inactivity, and nutrition for children receiving mental health services; and (3) patient safety.
I. Defining the Communities We Serve

The principal function of Devereux Pennsylvania CBHC is to provide acute psychiatric crisis intervention and stabilization for children and adolescents. In this capacity, Devereux Pennsylvania CBHC serves children and adolescents from across the country. Primarily, the Community we serve resides in Pennsylvania. In fact, more than 90 percent of our referrals come from providers within Pennsylvania.

Pennsylvania is a managed care state and, as such, a patient’s funding stream coincides with their county of residence as follows:

**Community Behavioral Health (CBH):** Philadelphia County

**Community Care Behavioral Health (CCBH):** Chester, Adams, Alleghany, Berks, York, Blair, Carbon, Monroe, Pike and other northeastern and northcentral counties

**Magellan Behavioral Health (MBH):** Delaware, Lehigh, Northampton, Montgomery and Bucks counties

**PerformCare:** Harrisburg and the capital area, as well as Lancaster and Lebanon Counties
The chart below shows the percentage of admitted clients from each region.

<table>
<thead>
<tr>
<th>Managed Care Organization</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>Average 2014-2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBH</td>
<td>29%</td>
<td>26%</td>
<td>32%</td>
<td>29%</td>
</tr>
<tr>
<td>MBH</td>
<td>10%</td>
<td>13%</td>
<td>13%</td>
<td>12%</td>
</tr>
<tr>
<td>CCBH</td>
<td>24%</td>
<td>26%</td>
<td>28%</td>
<td>26%</td>
</tr>
<tr>
<td>PerformCare</td>
<td>4%</td>
<td>4%</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>Commercial</td>
<td>31%</td>
<td>30%</td>
<td>20%</td>
<td>27%</td>
</tr>
<tr>
<td>All Others</td>
<td>2%</td>
<td>1%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Further analysis of this data demonstrates that the greatest concentration of Devereux Pennsylvania CBHC patients reside in Philadelphia and Chester Counties.

The breadth of the patient population at Devereux Pennsylvania CBHC is very narrow based on the acuity of the patients served and the treatment resources available. We serve males and females, between the ages five and 18, who present with the following: (1) unstable mental condition/s with resultant high-risk behaviors that make patient a danger to self and/or others; (2) need for close, continuous observation or increased supervision; and/or (3) need for psychiatric interventions and medication management to stabilize mental status.

Our Community is primarily African American and Caucasian. The vast majority of our Community has a high school diploma and participates in the civilian workforce. In Philadelphia County, at least 25 percent of residents have a bachelor’s degree or higher and, in Chester County, nearly half of all residents have a bachelor’s degree or higher. The median household income in Philadelphia County is $38,253, and the median household income in Chester County is $85,976.
To assess the needs of the Community, Deanna Reiss, director of Nursing at Devereux Pennsylvania CBHC, participated in the development of Pennsylvania’s State Health Improvement Plan (SHIP). Ms. Reiss participated in the SHIP Advisory Committee and the SHIP Stakeholder Committee. These two committees worked toward the ultimate goal of identifying the top health care needs of the state, including all of its communities. SHIP committees included, among others, members of the Pennsylvania Department of Health and representatives from providers serving minority populations including low-income communities, individuals with disabilities, and members of the medically underserved Community.

See Appendix B – Directory of SHIP Advisory Committee Members

In addition, Devereux Pennsylvania CBHC contracts and collaborates heavily with Pennsylvania’s Behavioral Health Managed Care Organizations (MCOs) to identify and address the most significant behavioral health needs in geographic areas. Specifically, Devereux Pennsylvania CBHC regularly participates in MBH Facilities Inpatient Provider Meetings and has regular on-site visits from MBH representatives to assess the needs of the patient Community and ensure the highest quality care for its patients. Devereux Pennsylvania CBHC also works very closely with the MCOs to assess member needs and to ensure the best possible outcomes for its members.

Devereux Pennsylvania CBHC has attended various meetings, work groups and feedback sessions with most area providers, governmental agencies and funders of behavioral health services in furtherance of identifying and meeting the needs of the Community. These Community outreach efforts are summarized in Appendix C).
Devereux Pennsylvania CBHC has been and continues to be actively engaged in meeting the representatives of the Student Assistance Program of the West Chester Area School District. Our purpose is to identify ways in which Devereux Pennsylvania CBHC and the West Chester Area School District can better work together to ensure that the mental health needs of their students are addressed quickly to ensure the safety of the students.

Additionally, Devereux Pennsylvania CBHC works very closely with local hospital emergency departments and crisis centers in the Community to assess the needs of the population Devereux Pennsylvania CBHC is equipped to serve. This facilitates referrals and makes the transition to an inpatient level of care as smooth as possible.

Devereux Pennsylvania CBHC continues to make regular outreach to referral sources in the Community to identify current and changing needs for mental health services, along with how Devereux Pennsylvania CBHC could best assist in meeting those needs. This includes reaching out to local county crisis agencies to assess Community needs.

The significant health needs of the Community we serve are as follows: (1) mental health and substance use services for adults and children; (2) primary care and preventative screening; (3) obesity, physical inactivity and nutrition; (4) patient safety; and (5) medication management.

Considering the limited scope of Devereux Pennsylvania CBHC treatment and the feasibility of addressing certain health needs, Devereux Pennsylvania CBHC has prioritized the following Community Health Needs: (1) obesity, physical inactivity and nutrition; (2) mental health services for children and adolescents; and (3) patient safety.

### Community Health Need #1 – Obesity, Physical Inactivity and Nutrition

Obesity, poor nutrition and physical inactivity cause significant adverse health conditions. Individuals who are overweight are more likely to suffer from high blood pressure, high cholesterol, type 2 diabetes, heart disease, some cancers and mental health issues. Based on 2011-2014 statistics from the Centers for Disease Control and Prevention, obesity affects 12.7 million children and adolescents. Specifically, in Pennsylvania, two out of every three adults and one out of every three school-aged children are overweight.

Accordingly, Devereux Pennsylvania CBHC prioritizes childhood obesity, physical inactivity and nutrition. Concerns regarding childhood obesity, inactivity and nutrition have been repeatedly raised by members of the Community. These factors have a widespread impact, not only on the health of a child, but also as that child develops into an adult. Further, since psychotropic medications often predispose an individual to weight gain, it is particularly important to maintain proper nutrition and exercise in the population we serve.

In March of 2012, Devereux Pennsylvania CBHC hired a full-time registered dietitian in furtherance of its focus on this important Community Health Need. The registered dietitian routinely consults on matters of general nutrition and specifically in the management of youth with identified eating disorders, patients with symptoms of malnourishment, elevated body mass index, and medically indicated dietary requirements and management of those with food aversions.
In July of 2015, the registered dietitian, in consultation with the nursing department, worked to develop and implement age-appropriate teaching modules to address areas of nutrition and exercise management, all in furtherance of implementing its CHNA.

**Community Health Need #2 – Mental Health Services for Children and Adolescents**

When individuals have mental health needs or substance abuse issues that are not addressed, it can lead to exacerbation of preventable illness and even death. For that reason, Devereux Pennsylvania CBHC prioritizes mental health services for children and adolescents as part of its CHNA. Among the significant health needs of the Community, this particular need is broad in scope, places a significant burden on the Community, and can be severe in its impact. Because the primary function of Devereux Pennsylvania CHBC is the treatment of behavioral health conditions in children and adolescents, Devereux Pennsylvania CBHC is well-positioned to effectively and consistently address this significant health need.

Specifically, there are limited services currently in existence to treat individuals identified with autism spectrum disorders, transgender issues/LGBTQ and individuals with poor prior response to mental health treatment. To address the Community need of access to mental health services, Devereux Pennsylvania CBHC sent clinical staff to attend a formal training addressing the treatment of members of the LGBTQ population. This afforded staff a better understanding of the complexities of care in meeting the needs of this population. As a result, Devereux Pennsylvania CBHC is successfully implementing treatment of transgendered youth into the current patient population, which thus far has resulted in a 100 percent positive discharge rate within this population. Continued education and understanding of the specialized needs of this population remain a priority for Devereux Pennsylvania CBHC.

Similarly, Devereux Pennsylvania CBHC has maintained a very high positive discharge rate for individuals with autism spectrum disorders, as well as those refractory to prior treatments. We have received multiple cases of youth laterally transferred from other facilities at the same level of care, in addition to lower levels of care, where treatment has failed and have consistently maintained an overall positive discharge rate above the 95th percentile for 2014-2016.

Members of the Devereux Pennsylvania CBHC treatment team maintain involvement and/or affiliations with organizations such as the American Psychiatric Association, American Academy of Child and Adolescent Psychiatry, College of Physicians of Philadelphia, American Medical Association, National Medical Advisory Committee, American Academy of Psychiatry, and the Law and the National Association of Social Workers to ensure our awareness and participation in best practice guidelines and in furtherance of CHNA implementation.

Devereux Pennsylvania CBHC works closely with its clients’ home school districts on a weekly basis to provide direction for students experiencing a crisis, but not requiring hospitalization. These consultations are provided free of charge as a service to the Community.

Devereux Pennsylvania CBHC worked with members of the University of Pennsylvania faculty, Children’s Hospital of Philadelphia, as well as other area healthcare providers on development of a plan called “Behavioral Healthworks, the Referral Process” to provide better access to mental health services through a clearer understanding of the referral process.
Community Health Need #3 – Patient Safety

Patient safety is a significant concern in the healthcare industry. Eliminating medical errors by identifying problems and corresponding solutions will improve patient safety. In view of that concern, Devereux Pennsylvania CBHC prioritizes patient safety as part of its CHNA. Devereux Pennsylvania CBHC management collaborates with the Pennsylvania Patient Safety Authority, an independent state agency working to reduce and eliminate medical errors by identifying problems and making recommendations that promote patient safety.

In accordance with the Patient Safety Authority, Devereux Pennsylvania CBHC formed a Patient Safety Committee that meets at least monthly to review incidents, serious events and infrastructure failures. Additionally, the Patient Safety Committee aggregates data, reviews trends and recommends actions that will result in greater patient safety.

Since the inception of the Patient Safety Committee, Devereux Pennsylvania CBHC has welcomed Community members who volunteer their services as members of the committee. These Community members have included individuals from Chester and Lancaster Counties with the following backgrounds:

- A retired healthcare director who has worked in law enforcement and in healthcare settings in this Community;
- An advanced practice nurse that worked in advanced life support units and emergency departments in both Chester and Lancaster Counties;
- A registered nurse working as director of occupational health/medical administrator for the R.R. Donley Corporation in Lancaster County;
- An advanced practice nurse serving as the regional nurse case manager for MARS Global; and
- The director of safety, security and emergency management for the Chester County Hospital (a division of Penn Medicine and the University of Pennsylvania Health System).

The Patient Safety Committee receives: reports from the Devereux Pennsylvania CBHC Patient Safety Officer; evaluates investigations and actions taken by the Patient Safety Officer; reviews and evaluates the quality of the patient safety measures utilized by Devereux Pennsylvania CBHC; makes recommendations to eliminate future serious events and incidents; and reports to the administrative officer and governing body of Devereux Pennsylvania CBHC on a quarterly basis regarding the number and nature of serious events and incidents, and the committee’s recommendations to eliminate future events and incidents.
III. Implementation Strategy

**Community Health Need #1 – Obesity, Physical Inactivity and Nutrition**

In response to the growing epidemic of childhood obesity, and in furtherance of its CHNA, Devereux Pennsylvania CBHC has implemented routine monitoring of body mass index (BMI) from the time of admission for every patient, as well as monitoring lipids and glucose to monitor metabolic impacts. Physicians continue to recommend treatment with weight-neutral medications to minimize metabolic impacts on the patient.

Devereux Pennsylvania CBHC has initiated exercise groups including yoga, calisthenics and cooperative athletics to encourage increased body movement and activity by the patients. At the time of discharge from the program, patient laboratory results, medical testing results, consultation reports and a copy of the discharge continuing plan of care are faxed to the primary care physician to ensure care coordination. This coordination of care ensures that the necessary follow-up is completed to address concerns in the area of childhood obesity and nutrition.

Devereux Pennsylvania CBHC staff also participated in the Leadership Main Line program, which brought together members from both the nonprofits and for-profit organizations in the community. Engagement in this program allowed for reciprocal learning of both how nonprofits operate in the Community and how for-profit leaders can collaborate to help meet the needs of those served by the nonprofit industry.

**Community Health Need #2 – Mental Health Services for Children and Adolescents**

Devereux Pennsylvania CBHC will work to ensure patients have adequate access and referrals to aftercare services to maintain optimal outcomes of their behavioral health treatment.

Devereux Pennsylvania CBHC will continue to work consistently to ensure the best possible outcomes through improved efforts in coordination of care. As part of the CHNA implementation, discharge planning is initiated at the time of admission. Through this comprehensive evaluation, implementation of an integrative assessment and development of a treatment plan of care, continuing care needs are identified by the treatment team. Discharge resources are identified and services secured to ensure initiation of outpatient care within seven days of discharge from the acute care level of treatment.

In addition, Devereux Pennsylvania CBHC makes primary care physicians aware of the patient care by communicating the results of labs, EKG testing, any outside consultations and a copy of the discharge continuing care plan. As indicated, Devereux Pennsylvania CBHC coordinates with the primary care physician in the management of medical conditions identified either at the time of admission or through the course of treatment.

Devereux Pennsylvania CBHC also notifies the patient’s school in order to ensure a smooth transition back to the school environment with minimal impact to the patient’s progress in school.
Community Health Need #3 – Patient Safety

Beyond the reporting, reviewing, evaluating and recommendations to eliminate future incidents and events, the Patient Safety Committee has taken on a number of initiatives through Devereux Pennsylvania CBHC’s engagement with various members of the Community, including community-based organizations. Through these initiatives, Devereux Pennsylvania CBHC has focused on Community health care needs included in its CHNA. These initiatives have been possible through collaborative partnerships with other Community healthcare providers.

One of the proactive initiatives of the Devereux Pennsylvania CBHC Patient Safety Committee is its work with Chester County Hospital (a division of Penn Medicine and the University of Pennsylvania Health Systems) to develop an “Active Shooter Drill.” This drill was a simulated incident of an “active shooter” within the facility. This initiative will help prepare Devereux Pennsylvania CBHC to guard our patients in the event of such a threat.

CONCLUSION

Devereux Pennsylvania CBHC has made every effort to ensure it defined and prioritized the significant health needs of its Community through careful research, assessment and implementation of its CHNA. Our team took into account input from government health departments, MCOs, Community partnerships and healthcare providers as we sought to meet the needs of our patients and the Communities we serve.

This CHNA report was adopted by Devereux Pennsylvania Children’s Behavioral Health Center Executive Director Rhea Fernandes. The Implementation Strategy for this reporting year will be finalized and released on or before November 15, 2017, in accordance with IRS Section 501(r).

This report is available on the Devereux Pennsylvania CBHC website (http://www.devereux.org/site/PageServer?pagename=penn_services_for_children_adolescents_bh#DCBHSfull) and a paper copy of this report is available for public inspection upon request, and without charge, at our facility located at 655 Sugartown Road, Malvern, PA 19355.