Crittenton Children’s Center
Community Benefit Implementation Plan
2014
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I. Introduction
Organization Overview: Crittenton Children's Center has excelled for more than a century at effectively treating the mental health care needs of children, adolescents, and their families. Crittenton Children’s Center provides a wide array of mental health services ranging from school and community based care to intensive residential treatment and acute psychiatric hospitalization.

Crittenton Children’s Center’s primary service area was includes the following Missouri counties: Jackson, Clay, Cass, Buchanan, and Platte, as well as Wyandotte and Johnson Counties of Kansas. Crittenton also serves dependents of U.S. military personnel based in the TriWest geographic area as well as preschool-aged children and their families in 26 counties across Missouri.

Mission: Crittenton Children’s Center is a faith-based, not-for-profit organization dedicated to providing the highest quality innovative mental health services to children and families as part of the Saint Luke's Health System.

Vision: The best place to get care. The best place to give care.

II. Purpose of Implementation Plan
This Implementation Plan addresses the community health needs identified in the 2012 Community Health Needs Assessment (CHNA) prepared for Crittenton Children’s Center. This Plan serves as Crittenton Children’s Center’s implementation strategy for meeting those needs including setting the goals and objectives for providing community benefits. The Plan also meets the requirements for community benefit planning as set forth in federal law, including but not limited to: The Patient Protection and Affordable Care Act of 2010.

III. How the Implementation Plan Was Developed
This Implementation Plan was developed based on the findings established in the Community Health Needs Assessment (CHNA) prepared for Crittenton Children’s Center, as well as through a review of existing community benefit activities.

IV. Community Health Needs
Crittenton Children’s Center undertook a structured approach to determine health needs including analysis of public health data, interviews with health care professionals, and input from community members. The Community Health Needs Assessment identified ten major health needs:

- Education in Community to Deal with Mental Health Needs
- Assessment of the Mental Health Needs Early in Childhood
- Coordination with Other Systems of Care
- Specialist to Treat Children with Mental Health Needs
- Transportation to/from Services
- Inpatient Services
- Partial and Intensive Outpatient Services
- Outpatient Substance Abuse
- Inpatient Substance Abuse
- Detoxification
V. How Priorities Were Determined
Priority needs were identified based on input and analysis from several groups including hospital representatives and outside agencies providing services in the community. The process identified nine priority issues Crittenton will address:

1. Education in Community to Deal with Mental Health Needs
2. Assessment of the Mental Health Needs Early in Childhood
3. Coordination with Other Systems of Care
4. Specialist to Treat Children with Mental Health Needs
5. Transportation to/from Services
6. Inpatient Services
7. Partial and Intensive Outpatient Services
8. Outpatient Substance Abuse
9. Inpatient Substance Abuse

VI. What Crittenton Children’s Center Will Do to Address Priority Needs
Crittenton Children’s Center is proud to continue its tradition of providing high quality, leading-edge, compassionate care. Along with the specific programs detailed below, Crittenton will continue to meet community needs by offering a wide range of psychiatric care services for children, adolescents, and their families.

1. Education in Community (Schools) to Deal with Mental Health Needs
Crittenton Children’s Center has initiatives underway that highlight mental health education in the community. Local organizations have recognized Crittenton’s existing programs, such as Head Start Trauma Smart, which serves more than 3,200 children per year.

Within the context of the children’s natural environment – Head Start classrooms – Crittenton staff educate children, parents, teachers and school staff about ways to understand the sources and symptoms of trauma, identify its impact in children, and access tools to therapeutically intervene when appropriate. In addition, Crittenton regularly provides education presentations regarding mental health diagnoses, intervention strategies and access to resources with school counselors, resource officers and Crisis Intervention Team (CIT) officers.

2. Assessment of the Mental Health Needs Early in Childhood
The collective goal is to identify the children and families at risk as early as possible and to have the knowledge and relationships with others throughout the community in order to collectively direct people to the most relevant resource. Crittenton meets this need for its inpatients as well as for children within the community with the following five services:

- Crittenton provides assessments for children aged 3 and above who enter into inpatient programs. Once diagnosed, appropriate treatment plans are put in place for the child and communicated with community partners (e.g., guardians, school) upon discharge.
- Crittenton’s Insensitive In-home Program serves the five county metro area and also provides assessments within the community.
- Head Start Trauma Smart provides community based assessment of mental health needs in Head Start sites that involve more than 3,200 children each year.
• Crittenton intake staff field numerous calls each day, providing guidance with school counselors and parents regarding the implication of the symptoms children are experiencing. Individuals are directed to other resources that are less intensive than Crittenton inpatient programs as appropriate.
• Crittenton’s foster care case managers provide assessment using National Child Traumatic Stress Network (NCTSN) tools and others required by the state with every child on the caseload.

3. Coordination with Other Systems of Care
Crittenton coordinates care with other systems such as lay enforcement, schools, outpatient mental health providers, general practitioners, medical personnel, and the courts. The coordination of services provides support with a focus on helping children experience success at home, school, and in the community. Intervention is designed to prevent the need for hospitalization and assist in a child’s successful transition back to home after a hospital or residential stay. Crittenton meets the need to coordinate with other systems of care in the following ways:

• Crittenton routinely opens its campus for community training, conducts tours, and discusses trends and solutions for youth with area crisis intervention counselors.
• Crittenton regularly hosts a community symposium that proactively facilitates learning and discussion among the community resources and professionals with whom they relate on behalf of clients.
• Crittenton is an active participant in metro and statewide initiatives designed to cohesively coordinate care for patients. For example, it works with advocacy groups including but not limited to the Missouri Coalition of Children’s Agencies, National Crittenton Foundation, and Kansas City Child Abuse Roundtable.
• Project Potential is composed of three programs designed to provide life experiences and develop skills that are essential to leading a full and high-quality life. Enhanced individualized education addresses deficits in reading and math, and residents can gain multiple academic grade levels within two months. Healthy lifestyles combine nutritional assessment, education and consultation with personalized fitness training. Finally, career counseling provides a means to plan post-high school academic courses or pursue job skills.
• Crittenton foster care and adoption case managers and family recruitment/support personnel work side-by-side with Jackson and Cass County courts, law enforcement, Missouri Children’s Division personnel, guardians ad litem, and other associated service providers as needed to meet the individual needs of each child in foster care on our assigned caseload.

4. Specialists to Treat Children with Mental Health Needs
Crittenton employs numerous specialists in child and adolescent psychiatry with particular expertise in acute care for young children, treatment of aggressive behaviors in youth, children with co-occurring medical conditions, pervasive developmental disabilities, and substance abuse. The entire Crittenton multidisciplinary team is trained in multiple evidence-based, trauma-informed interventions that are applied throughout the entire continuum of care. Crittenton staff tenure far exceeds national norms and is an indicator of success in this area.

Clinical officials at Missouri HealthNet report that Crittenton has more therapists using evidence-based intervention that exists across the rest of the state. Accrediting regulatory bodies routinely note Crittenton’s extensive and ongoing training, targeted in response to community needs as a strength of the organization.
5. Transportation to/from Services
Crittenton advocates for clients for transportation services as are due to them through other resources. Crittenton also supports clients without other resources with intervention such as gas and lodging vouchers, cab fare, telemedicine options, etc. Crittenton is located on a bus line and parents of some inpatient children access it in order to come for therapy and to visit their child. Additionally, some Crittenton older youth in transition programs utilize the bus line to get to and from work.

6. Inpatient Services
Crittenton meets the needs of thousands of youth each year. In recent years Crittenton has experienced increased demand for pre-adolescent inpatient services. To meet this need, Crittenton has added expertise and modified program structure and facilities to accommodate the specific needs of this younger age group. Currently Crittenton is the only metro provider with beds dedicated to meet the need for pre-adolescent psychiatric care.

Inpatient Admissions for both Hospital and Residential Treatment at Crittenton from 2011 through 2013 are listed below:
- 2011-2,318
- 2012-2,461
- 2013-2,317

7. Partial (day services) and Intensive Outpatient Services
Crittenton’s community services as listed previously provide a range of family-centered treatment and support with a focus on helping children experience success in the community. Crittenton collaborates with community partners (e.g., TriCounty Mental Health Services, Johnson County Mental Health Services, Wyandotte County Mental Health Services) to ensure children’s transition to day treatment programs upon discharge from inpatient services. Crittenton’s most particular area of expertise is acute and residential treatment of the most complex child and adolescent psychiatric concerns. Crittenton will continue to support others in developing day treatment services and excel in its own area of care expertise to remain clinically strong and financially stable.

8. Outpatient Substance Abuse
The need for outpatient substance abuse services is addressed by Crittenton’s chemical dependency intensive outpatient program (CD-IOP). This is a strong program that follows the Hazelden Teen Matrix Model for Teens and Young Adults. Crittenton coordinated with drug and family courts in multiple metro counties to help address this need. Further, local medical regularly rely on Crittenton CD-IOP counselors for background information as well as to provide on-air testimony to specific trends and impact of substance use among teenagers.

Individualized treatment plans include compliance testing and extensive case management to engage support from school, court personnel, community mental health providers, support groups, and other individuals available to promote abstinence. Also, Crittenton provides aftercare services, which include continued attendance in CD-IOP and personal contact and support of the substance abuse counselor with patients and their families.

Crittenton plans to continue its strong CD-IOP with public and philanthropic funds. However, the demand for these services is greater than current funding will support. Crittenton works alongside elected officials and other public officials to ensure the community is aware of these needs so that
current funding is not at risk. A continued effort will be placed on identifying a sustainable revenue source to support and expand this program.

9. Inpatient Substance Abuse
Crittenton integrates substance abuse intervention after detoxification into all inpatient units, including prevention and early intervention services for inpatients as indicated by individual need. Recognizing the strong correlation between substance abuse and co-occurring mental illness, Crittenton provides thorough assessment using an adapted form of the evidence-based SAMHSA (Substance Abuse & Mental Health Services Administration) model. Treatment plans are individualized with specific steps defined for each child. Included are at least ten hours of individual, family and group therapy per week. Upon discharge, outpatient services are provided as described above. Crittenton evaluates this program using McLean of Harvard Basis 24, a nationally normed method against which Crittenton can benchmark with other similar facilities. In 2013, in response to increased incidence of acute needs among Crittenton inpatient population and area youth overall, Crittenton initiated planning for a dedicated inpatient unit to serve adolescents with co-occurring mental health and substance abuse diagnoses. The program was opened in early 2014 and utilizes the Hazelden Co-occurring Disorders Program evidence-based protocol and outcomes benchmarks.

VII. Needs Not Being Addressed
One of the community health needs identified in the CHNA will not be addressed by Crittenton Children’s Center.

Needs Not Being Addressed:
1. Detoxification

1. Detoxification
Crittenton is a standalone mental health hospital, which does not provide intensive medical inpatient treatment. Crittenton addresses mental health needs once detoxification is completed at a medical health facility.

VIII. Approval
The Crittenton Children’s Center Board of Directors approved this Community Benefit Implementation Plan on March 27, 2014. This implementation plan specifies community health needs that Crittenton Children’s Center has determined to meet in whole or in part and that are consistent with its mission. The Crittenton Children’s Center Board of Directors reviews the Community Benefit Implementation Plan on an annual basis, and reserves the right to amend it as circumstances warrant.