

August 2022 | Children's Hospital of The King's Daughters



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Implementation Strategy

In Response to the Community Health Needs Assessment

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Contents

- IMPLEMENTATION STRATEGY 2
 - CHILDREN’S HOSPITAL OF THE KING’S DAUGHTERS (CHKD)..... 2
 - PURPOSE AND SCOPE..... 2
 - COMMUNITY HEALTH NEEDS ASSESSMENT PROCESS 3
 - SIGNIFICANT HEALTH NEEDS..... 3
 - PRIORITIZED HEALTH NEED: MENTAL AND BEHAVIORAL HEALTH..... 4
 - SIGNIFICANT HEALTH NEEDS NOT ADDRESSED..... 6
 - ACTION STEPS 7
 - CHILDREN’S HOSPITAL OF THE KING’S DAUGHTERS..... 7
 - NEWPORT NEWS SURGERY CENTER 8
 - VIRGINIA BEACH SURGERY CENTER 8
 - COMMUNITY COLLABORATION AND COORDINATING CARE..... 8

Implementation Strategy

Children’s Hospital of The King’s Daughters (CHKD)

CHKD is Virginia’s only freestanding children’s hospital, and it is the heart of a comprehensive pediatric healthcare system. The CHKD Health System provides unique services to the region that are exclusively dedicated to children and thus often meet pressing public health needs that otherwise go unmet. The hospital is home to the region’s only Level I pediatric trauma center, the area’s largest and most sophisticated neonatal and pediatric intensive care units, a technology dependent intensive care unit, Virginia’s inpatient pediatrics rehabilitation unit, and only Level I pediatric surgery program. In 2022, the organization will open Children’s Pavilion, a 60-bed pediatric mental health hospital and outpatient center, developed in response to needs identified in earlier CHNAs.

In addition to its inpatient services, CHKD is home to more than 25 pediatric sub-specialty programs that care for children with chronic illnesses like asthma and diabetes. Signature outpatient services include a childhood cancer and blood disorders center, pediatric urgent care, diagnostic testing, rehabilitation therapies, and sports medicine. The Health System’s Surgery Group includes more than 20 pediatric surgeons in six specialties, including cardiac surgery, neurosurgery, orthopedic surgery, pediatric general surgery, plastic and oral maxillofacial surgery, and urology. With approximately 3,600 employees, CHKD offers a full range of pediatric-trained clinical and support staff who are exclusively dedicated to the care and well-being of children.

Purpose and Scope

The Patient Protection and Affordable Care Act requires non-profit hospitals to conduct a CHNA every three years to prioritize health needs and develop an implementation strategy designed to address priorities identified during the assessment. From November 2021 to April 2022, CHKD conducted a CHNA with support from Toxcel, LLC, a Gainesville, Virginia, health, science, and engineering research and consulting firm. The joint CHNA developed included all three licensed facilities associated within the CHKD Health System: Children’s Hospital of The King’s Daughters located in Norfolk, and CHKD’s two Health and Surgery Centers, located in Newport News and Virginia Beach.

This document is a companion report that describes the joint Implementation Strategy developed subsequent to the CHNA to address the community health needs and priorities identified in its CHNA over the next three years. For the core priority of **pediatric mental/behavioral health**, this implementation strategy describes:

- current work that CHKD already has underway to support pediatric mental/behavioral health;
- actions that CHKD plans to take to further address this priority area;
- programs, resources and collaborations that CHKD plans to utilize to address pediatric mental/behavioral health; and
- anticipated impacts of these actions.

This document also outlines other priorities identified in the CHNA and provides rationale for why the issues have not been included as part of the implementation strategy, even though they are being addressed in other ways through the work of CHKD and its partners.

Community Health Needs Assessment Process

CHKD's CHNA process included collecting data from several different sources: a Community Health Survey (in collaboration with other area hospital systems and health districts), focus groups, key stakeholder interviews, and health indicator analyses. The survey was completed by stakeholders and community members. Toxcel also conducted key stakeholder interviews to gain a deeper appreciation for issues that affect children's health and key health priorities particularly among members of medically underserved, low-income, and minority populations. **In total, 11,795 community members and stakeholders provided input on community health and priorities.** A quantitative analysis of key health indicators was also conducted to assess health status to provide additional information to layer with stakeholder perception in order to identify key priorities.

The final CHNA report provided a summary of the data and information gathered from each source, a description of how the data was obtained, and the way community and public health feedback was incorporated into the assessment. The CHNA can be found on CHKD's website: [Community Benefit](#)

Significant Health Needs

The following significant health needs were identified through the CHNA process:

- Mental and behavioral health.
- Healthy eating and access to healthy foods.
- Alcohol and substance abuse.
- Safe and affordable housing.
- Pediatric asthma.
- Infant health.
- Sexually transmitted infections.
- Child abuse.

CHKD's senior leadership team, its physician leaders, and CHKD's Parent and Family Advisory Council discussed prioritizing these significant needs using the following criteria:

- Fit within CHKD's mission, goals, and scope of service.
- Community ranking of importance.
- Degree to which CHKD has the resources needed to address the issue.

Based on the criteria outlined above, CHKD decided to continue its investment in **mental and behavioral health** and prioritize this issue as the primary focus in its implementation strategy. Some of the data and rationale for prioritizing mental and behavioral health is provided in the following section. In all four of the CHNAs that CHKD has conducted since 2013, experts and stakeholders from across CHKD's service area stressed that improving children's access to mental health care was the region's number one priority for children's health. Since the 2019 CHNA, CHKD has made significant progress toward developing a coordinated, regional continuum of inpatient, outpatient and day treatment programs for children with mental health challenges. Over the next three years, CHKD will continue to invest in bridging this service gap for its region.

CHKD's leadership also noted the potential impact that addressing mental and behavioral health would have on overall pediatric health and well-being, potentially improving other identified health needs such as violence, alcohol and substance abuse. In addition, CHKD will continue its commitment to other programs prioritized in previous implementation strategies, including to address child abuse through its existing Child Advocacy Center.

Prioritized Health Need: Mental and Behavioral Health

There are a number of compelling reasons that make mental and behavioral health a high priority issue in CHKD's service area.

- Mental and behavioral health was the top prioritized issue among stakeholders and community members (Figure 1).
- Among key stakeholders interviewed, over 70% identified mental health as the health issue of greatest need. Stakeholders reported increased self-harm activities, particularly among adolescents and girls. They underscored that mental health concerns included children across the age spectrum. Stakeholders also raised concerns about the lack of specialist availability for mental health and behavioral health needs, describing long wait lists for assessments and mental/ behavioral health services of all kinds - even at times of crisis when families were in most need.
- Inpatient discharge analyses from CHKD show psychiatry as the primary reason that children, ages 5-17, were released from hospitals including over half of all discharges for children ages 10-17 (Figure 2).
- Similar data that investigate hospitalization rates show a greater rate of hospitalization due to suicide and intentional self-inflicted injury in the study area, including significant rates among females, adolescents ages 15-17, and Whites (Figure 3).

Comments from stakeholder interviews:

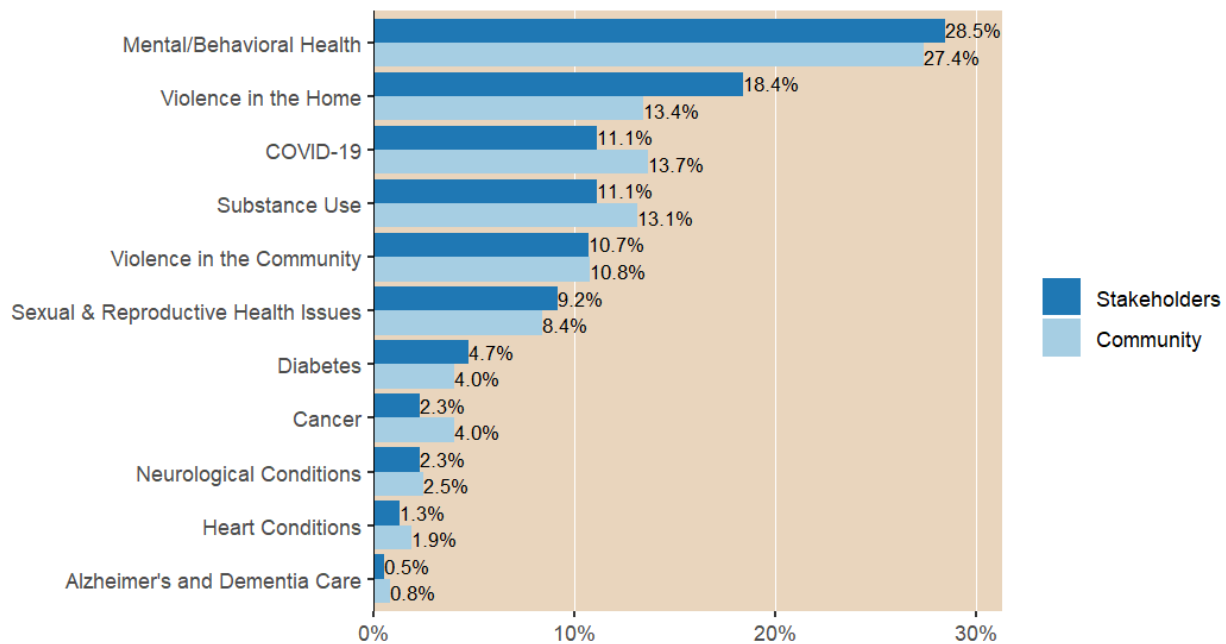
“Depression, suicide ideation. It’s nothing new, but the amount is really new. We used to worry about head lice, but now its depression. We’ve had kids run out of buildings trying to get hit by cars.”

“The main problem is the access piece and kids not getting in to see docs. Mental health is an increasing issue with 18 and younger, getting to crisis level before there’s any intervention.”

“Trying to get the assessments for the kids and families is just so difficult. It just seems like it’s a hurry up and wait.”

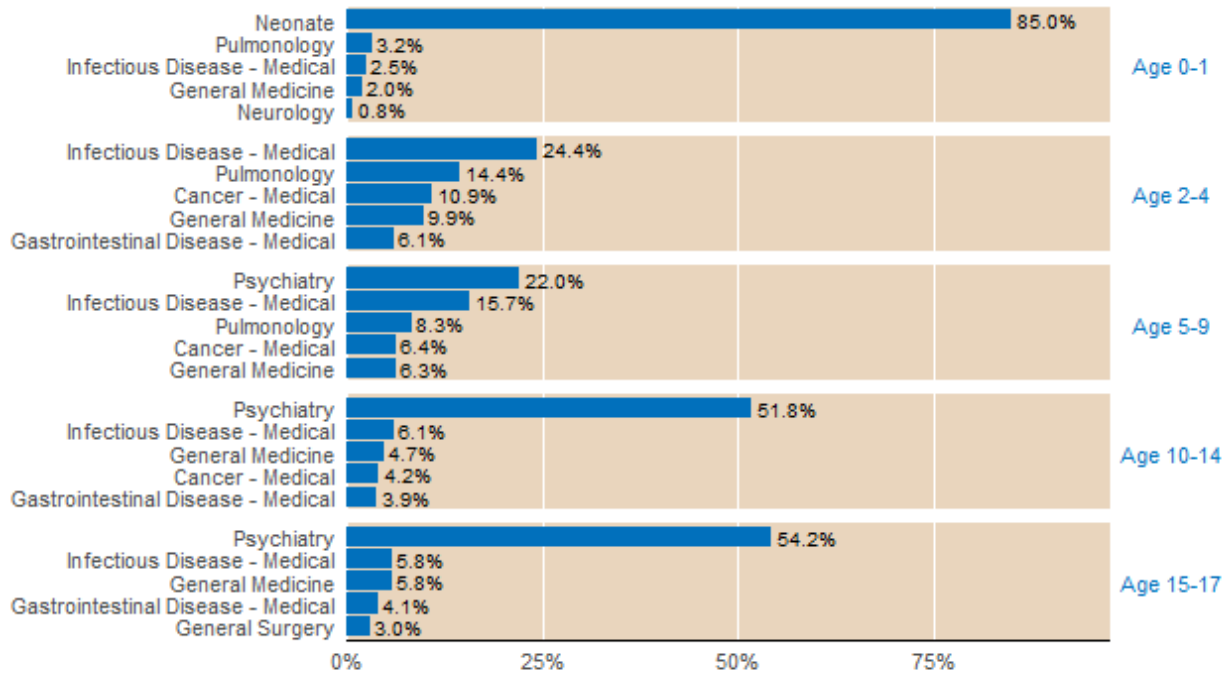
“There are no services for those children with high intensity behavioral and mental health needs.”

FIGURE 1: MOST IMPORTANT HEALTH CONCERNS FOR COMMUNITY AND PROFESSIONAL STAKEHOLDERS



N = 9,277 community members, 615 stakeholders.

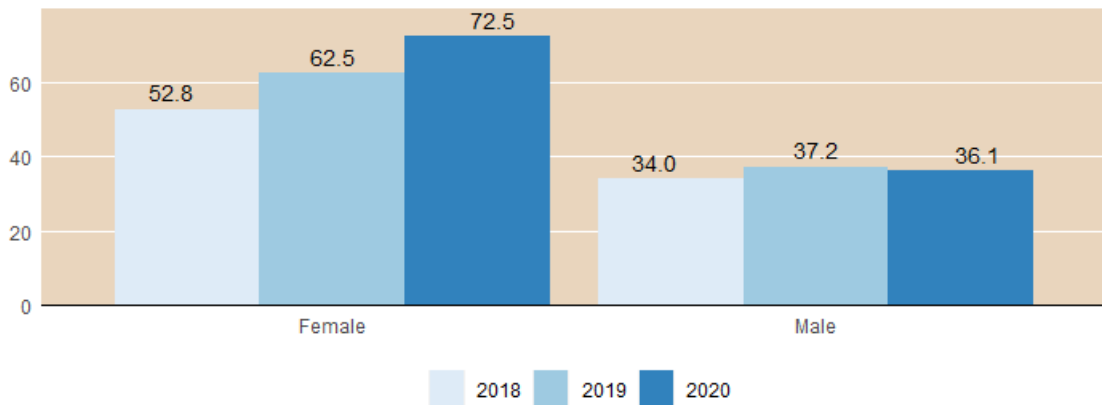
FIGURE 2. TOP 5 DRG PRODUCT LINES BY INPATIENT DISCHARGES BY AGE GROUP, 2018-2020



Source: Sg2 Health Care Intelligence, vendor of CHKD

FIGURE 3. AGE-ADJUSTED HOSPITALIZATION RATE DUE TO ADOLESCENT SUICIDE AND INTENTIONAL SELF-INFLICTED INJURY

Hospitalizations/ 10,000 population aged 10-17



This indicator shows the average annual age-adjusted hospitalization rate due to suicide or intentional self-inflicted injury per 10,000 population aged 10-17 years. Admissions are included if a primary or additional diagnosis code indicates suicide or intentional self-inflicted injury.

Data reflects the following 16 counties: Accomack, VA; Chesapeake City, VA; Franklin City, VA; Gloucester, VA; Hampton City, VA; Isle of Wight, VA; James City, VA; Newport News City, VA; Norfolk City, VA; Poquoson City, VA; Portsmouth City, VA; Southampton, VA; Suffolk City, VA; Sussex, VA; Virginia Beach City, VA; York, VA.

Source: Virginia Health Information

Other Significant Health Needs

Given the high level of need and the large scope of the effort that CHKD is proposing to address **pediatric mental/behavioral health**, CHKD is focusing only on this issue in its implementation plan.

At the same time, it plans to continue to commit programming and resources to its ongoing initiatives to address other priority concerns. These existing efforts are outlined below:

- **Childhood obesity.** CHKD's **Healthy You for Life Weight Management Program** is a comprehensive approach designed to help children gain control of their weight to improve their health. Healthy You for Life program, developed in 2001, helps overweight children avoid the medical complications associated with childhood obesity. In CHKD's program, parents and children work together, focusing on all aspects of weight management, including: diet and food planning, physical activity, and emotional support. The program also involves medical clinic visits with year-long follow-ups. CHKD continues to streamline the scheduling process to reduce wait times and increase patient access. The program's staff members partner with CHKD community outreach and the hospital's sports medicine program to offer lifestyle and group fitness classes to the community.
- **Child abuse.** CHKD's **Child Advocacy Center** is a child-focused program where representatives from multiple disciplines collaborate to best help, support, and protect children and families when abuse is suspected. The following services are provided: forensic interviews, case management, advocacy and coordination, medical services, mental health services, and the Commercial Sexual Exploitation of Children (CSEC) Program. The Child Advocacy Center is the backbone organization for the **Hampton Roads Trauma Informed Community Network (HRTICN)**, which exists to promote understanding of how trauma affects individuals and communities, and to advocate for practices that help all people reach their full potential. The network works to increase awareness of the presence, prevalence, and impact of traumatic stress; facilitate the adoption of trauma-informed policies and practices among care providers; and develop a cross-sector collaborative to create a trauma-responsive community of providers. HRTICN addresses the impacts of family violence, child abuse, neglect, and poverty in Hampton Roads.
- **Infant health.** The **Neonatal Intensive Care Unit (NICU)** at CHKD is the region's largest subspecialty critical care facility for newborns. Newborn babies who need intensive medical attention are admitted to CHKD's NICU every year from hospitals throughout southeastern Virginia, the Eastern Shore and northeastern North Carolina. Most are born prematurely - some as early as 23 weeks gestation. Others suffer from severe heart and lung conditions or birth defects that require early surgical intervention. In addition, CHKD provides neonatal and perinatal outreach, and the hospital's donor human milk bank provides life-saving benefits of breast milk to severely premature and critically-ill infants, improving their potential to survive and thrive.

Other significant health needs identified through the CHNA are not being addressed in this Implementation Strategy for the following reasons:

- *Alcohol and substance abuse.* Other organizations in the community are addressing the need. Resource constraints are also a factor.
- *Safe and affordable housing.* Other organizations in the community are addressing the need. Resource constraints are also a factor.
- *Pediatric asthma.* CHKD provides comprehensive evaluation, diagnosis and treatment for children and teens with asthma and allergies. Rigorous efforts are in place to provide patient and family education. Other organizations in the community are also addressing the need. Resource constraints are also a factor.
- *Sexually transmitted infections.* CHKD Adolescent program provides specialists uniquely trained to assist adolescents with a variety of conditions and that may develop in the teen and young adult

period such as GYN/reproductive health and sexuality concerns, drug, alcohol and tobacco prevention and counseling, psychosocial problems such as anxiety, depression and self-esteem concerns as well as acne and certain other skin conditions. Other organizations in the community are also addressing the need. Resource constraints are also a factor.

Many of these issues are outside the current scope of CHKD's expertise, resources, or any combination thereof. Additionally, many of these items are within the purview of other health care providers and/or community or public agencies. CHKD regularly and routinely offers its expertise and assistance as well as community resources to address a broad range of issues relating to the health and welfare of children.

Action Steps

For the 2022-2024 Implementation Strategy, CHKD is committed to expanding its mental health program, while at the same time, it continues to commit programming and resources to its ongoing initiatives. The Newport News Health and Surgery Center will continue to offer services to address the other significant health needs to include asthma and allergy, pediatric and adolescent medicine, and childhood obesity. The Virginia Beach Health and Surgery Center transitioned their mental health services to the Virginia Beach Health Center at Landstown, in order to expand mental health services in that region in 2020. Having services in the community at our health centers, instead of physically located in the Health and Surgery Centers, makes care expansion more possible and service delivery more accessible within the community that needs it.

Children's Hospital of The King's Daughters

Planned to open in late 2022, CHKD's Children Pavilion, a 60-bed pediatric mental health hospital and outpatient center, will serve as the centerpiece of the hospital's comprehensive plan to address our children's mental health needs. The new facility will stand out among the nation's top pediatric mental health hospitals for its thoughtful patient and family-centered design, evidence-based treatments, academic training program, and clinical research to guide innovation. Once fully opened, the Children's Pavilion will employ 415 doctors, nurses, therapists, and other mental health professionals. The total construction cost of the new facility is \$224 million with planned annual programming costs of \$50 million.

Other action steps planned to address mental and behavioral health:

- Continue with the phased opening of inpatient beds with the goal of opening all 60-beds.
- Continue to recruit child psychiatrists, psychologists, and licensed therapists.
- Continue strategic planning and recruitment for the academic/research center and launch of our child and adolescent psychiatry fellowship program with two fellows expected to be on board in July 2023.
- Develop programs to expand, scholarly opportunities, and training programs with a focus on patient-centered, integrated care. Ongoing training of mental health staff remains a priority using evidence based therapy training for both clinical and non-clinical staff.
- Establish a partial hospitalization program that offers full-day mental health treatment, five days a week.
- Offer and expand intensive outpatient programming.
- Continue working with our community to establish partnerships and support children and adolescents in their typical environments.
- Continue to offer Telehealth as an essential avenue for providing comprehensive and accessible outpatient care.

Newport News Health Center at Tech Center

For many years, CHKD has been engaged in the process of building outpatient centers throughout the community to facilitate easier access to key services. This means that CHKD is able to offer mental health services in various locations as well. One is our Health Center in Newport News, which offers mental health therapy, psychological assessment, and psychiatry services. Our immediate goal for this location is to offer more appointments to meet the growing demand. Building an intensive outpatient program is a longer-range goal of this location.

Virginia Beach Health Center at Landstown

CHKD's Health Center in Virginia Beach offers mental health services close to home for our largest city and referral market. Key services offered at this location include mental health therapy, psychological assessment, and psychiatry. We recently established an intensive outpatient program in Virginia Beach to support children with more complex mental health conditions, and our goal is to expand this program and build additional mental health services in Virginia Beach to meet the needs of the community.

Comprehensive Outpatient Services, Community Collaboration and Care Coordination

Too often, pediatric mental health care is fragmented, without good communication between a child's various medical and mental health providers. Frequently, children have been discharged after an inpatient psychiatric stay with a 30-day supply of medication but no follow-up plans or appointments.

With its broad network of more than 300 pediatricians, specialists, and surgeons in more than 40 locations throughout the region, CHKD Health System is in a unique position to address and improve care fragmentation. CHKD's goal is to develop a coordinated continuum of care across all its facilities. The new Children's Pavilion will have space dedicated to partial hospitalization and intensive outpatient programs. These programs can serve as transitional levels of care after an inpatient stay so that a child's reintegration to family and school has the best chance of success.

For some children, partial hospitalization and intensive outpatient programs will provide an intensive, structured program with more focused time and resources than are available through weekly therapy appointments. Thousands of other children each year will have their mental health needs met through an ongoing therapeutic relationship with CHKD's outpatient mental health team or their pediatricians who have been trained to recognize and treat the most common mental illnesses in children.

To further address gaps in mental health services for children, CHKD has developed programs to coordinate care for children with co-occurring medical and psychiatric needs. CHKD also developed a mental health Bridge Clinic, which will augment its emergency department and Level I pediatric trauma center in caring for children's emergent needs.

The new bridge clinic will provide care to children who have recently completed an inpatient stay at a psychiatric hospital but do not yet have connections to ongoing mental health providers. The clinic will also serve children who are in mental health crisis – until they can get an appointment with a community provider.

CHKD will also continue its coordination and collaboration with community and military partners. CHKD is the region's partner for the Virginia Mental Health Access Program (VMAP), a statewide initiative that offers pediatricians real-time phone consultations with board-certified child and adolescent psychiatrists. VMAP also serves as a resource for pediatricians who are looking for mental health care and behavioral consultation for a child in their care.

CHKD has partnered with schools in the community such as Yellowhob and the Governor's School for The Arts providing skills-based groups and psycho-education for students. These partnerships allow us to meet students in school settings and provide low intensity interventions, furthering our reach to the community. We are currently working on an agreement with Virginia Beach City Public Schools to provide crisis services to students in need identified by school support. This will allow us to support students in crisis and resource them to appropriate care/treatment.

We are also partnering with ODU and other institutions to support research on youth suicide and an app-based intervention for depression. These engagements will provide much needed research on how interventions work and what increases/decreases suicide risk.

CHKD Community Outreach and Engagement department continues to collaborate with a wide range of community-based organizations to provide mental health education and resources, often utilizing the mental health team as presenters. These organizations include schools, foster care agencies, Departments of Social Services, Civic Leagues, Head Start, Minus 9 to 5, early education centers, suicide prevention and education agencies, Old Dominion University, Barry Robinson Center and The Up Center.

The CHKD community outreach team will continue to provide an annual Youth Suicide: Risk and Prevention Conference and mental health and wellness education and training for parents and professionals. These programs address social emotional development, positive discipline, stress, trauma, self-regulation, etc. for children.