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2024 Community Profile and Needs Assessment: Hendricks County, Indiana

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2024 Community Profile and Needs Assessment: Hendricks County, Indiana

Evaluation Services Center

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Hendricks County Needs Assessment (2024)

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2024 Community Profile and Needs Assessment: Hendricks County, Indiana

Introduction

Cummins Behavioral Health Systems, Inc., was awarded a Certified Community Behavioral Health Clinic Expansion Improvement and Advancement Grant (Grant ID: SM86907) from the Department of Health and Human Services Substance Abuse and Mental Health Services Administration (SAMHSA) on September 30, 2022. The purpose of the award is to increase access to and improve the quality of community mental health and substance use disorder treatment services in Hendricks County, Indiana, through the expansion of the Certified Community Behavioral Health Clinic (CCBHC).

CCBHC services include 1) crisis services, 2) outpatient mental health and substance use services, 3) person- and family-centered treatment planning, 4) community-based mental health care for veterans, 5) peer/family support and counselor services, 6) targeted care management, 7) outpatient primary care screening and monitoring, 8) psychiatric rehabilitation services, and 9) screening, diagnosis and risk assessment.

The University of Cincinnati Evaluation Services Center (UCESC) serves as external evaluator for the project, which has three guiding questions of interest for the current community needs assessment:

Q1) What are the community strengths and vulnerabilities of the population within Hendricks County, Indiana?

Q2) To what extent are the mental and behavioral health service needs of populations identified in the Disparity Impact Statement being met by the CCBHC?

a. LGBTQ+
b. Veterans
c. Youth
d. Non-English Speakers

Q3) What are the after-hours services mental and behavioral health service needs in Hendricks County, and to what extent does the CCBHC meet those service needs?

Purpose of Needs Assessment

UCESC conducted the needs assessment in April and May 2024 in consultation with Cummins leadership. The purpose is to identify areas of strength and to identify how the Hendricks County CCBHC aligns with current and future community needs. This report presents and synthesizes key information about Hendricks County communities and residents as reported from a variety of sources, such as the Centers for Disease Control and Prevention (CDC) and the U.S. Census Bureau, in addition to local entities in or near Hendricks County.

The needs assessment reflects the requirements of SAMHSA. No additional state community needs assessment requirements have been established by Indiana, which to date, does not certify or establish CCBHCs (https://www.in.gov/fssa/dmha/certified-community-behavioral-health-clinic/). Indiana was a state selected for CCBHC Demonstration; however, Cummins was not selected as one of the initial 8 centers for demonstration to begin January 2025. It is not yet known when Cummins will be added to the Indiana CCBHC Demonstration. At this time, there are no additional state requirements to be met for state CCBHC certification.

Sources of Information

In addition to U.S. Census and CDC data, 13 community-specific sources of data are included in this assessment (Table 1).

Table 1. Sources of Information

Name/Date	Methods & Data Sources
1. Hendricks County Health Assessment by Hendricks County Health Partnership (2022)	(1) Community survey: 578 responses of adults who live, play, or work in the county; data collected June 28 – September 1, 2022
2. 2021 Community Health Needs Assessment by IU Health West Hospital (Hendricks and Marion Counties)	(1) Survey administered to internal providers at IU Health that serve Hendricks County (2) Two community meetings were held in May 2021 and included community members and representatives from various stakeholders, including health and safety departments, non-profits, businesses, organizations, etc. (3) Secondary data review of IU health discharge data, Indiana Business Research Center, CDC, Community Health Status Indicators, and U.S. Census Bureau
3. Indiana Youth Institute (2024)	(1) Secondary review of youth data from a variety of sources including U.S. Census Bureau, Pew Research Center, and National Survey of Children's Health
4. Internal data provided by Cummins Behavioral Health Systems, Inc.	(1) Hendricks County staff training attendance log from January 1, 2023 – March 13, 2024 (2) Mobile Crisis Team dispatch data from January 1, 2023 – May 31, 2024 (3) Translation services data (2023) (4) Staffing plan (2024)
5. America's Health Rankings Annual Report (2023)	(1) Aggregated state-level data compiled from various sources and analyzed by the United Health Foundation
6. Virtual interviews with community partners conducted by UCESC (May 2024)	(1) Hendricks County PRIDE (2) Hendricks County Veterans Service Office (3) Hendricks County Probation Department (4) Sheltering Wings (5) Family Promise of Hendricks County
7. Cummins Behavioral Health Systems, Inc. H79SM083303 – Final Programmatic Report (2023)	(1) Prepared jointly by Cummins and UCESC with inclusion of Federal NOMs consumer data analysis and achievements of the previously awarded 2-year SAMHSA expansion grant (February 15, 2021 – February 14, 2023)

8. FY23 Cummins Hendricks County Report (2023)	(1) Prepared on December 1, 2023, by Amy Mace (President and CEO) for the regional Community Mental Health Center (CMHC) Board (2) Overview of consumer data (e.g., insurance status, referral sources) and Cummins' Hendricks County operations (e.g., outreach events, services provided) for fiscal year 2023
9. Parent Survey administered by UCESC to parents of Brownsburg Community School Corporation students (April-May 2024)	(1) Online survey link was distributed to elementary, middle, and high school parents via newsletter (2) 36 parents completed the survey
10. School staff survey administered by UCESC to employees of Hendricks County school districts (April-May 2024)	(1) Online survey link was emailed to all staff at the following Community School Corporations: Avon, Brownsburg, Danville, Mill Creek, and Plainfield (2) 31 school staff completed the survey
11. Cummins' Hendricks County staff survey administered by UCESC (May 2024)	(1) Online survey link was emailed to all Cummins Hendricks County staff (2) 49 staff completed the survey, and 24 partially completed the survey
12. Cummins CCBHC Consumer Advisory Board (CAB) survey administered by UCESC (May 2024)	(1) Online survey link was emailed to CAB members (2) 5 out of 13 completed the survey, including four Hendricks County residents
13. Indiana Department of Health Overdose and Suicide Fatality Reporting	(1) 2022-23 Hendricks County data for suicide fatality rates and hospital emergency department visits related to drug overdoses

Service Area Description and CCBHC Site

The Cummins CCBHC is located at 6655 East U.S. 36 in Avon, Indiana. The clinic serves all residents of Hendricks County, which is located just west of Indiana's largest county, Marion County, the location of the state capital, Indianapolis (Figure 1). According to 2023 U.S. Census estimates, the Hendricks County population reached 186,387, making it the 8th most populous county in Indiana.

The population is predominantly White (82.9%). The county population also comprises Black or African American (10.8%); Hispanic or Latino (5.0%), and Asian (3.6%). People with two or more races comprise 2.3%, and American Indian, Alaska Native, Native Hawaiian, and Pacific islanders comprise less than 1% of the population. Approximately 4.3% of the population are veterans (U.S. Census, 2023), somewhat lower than the nation's 5.1% total veteran population.

In Hendricks County, 5.9% of the are foreign born, which is a considerably lower rate than the national population rate of 13.7%. The majority of the Hendricks County population speaks English (88.2%), but other languages spoken by the population include Spanish (4.2%), other Indo-European languages (4.3%), Asian and Pacific Island languages (0.4%), and other unspecified languages (2.9%; U.S. Census, 2022). According to the latest American Community Survey 5-Year Estimates Data, only 2.5% of Hendricks County residents report speaking English less than well, and 2.9% of residents speak Spanish at home.

In general, the Hendricks County CCBHC consumers proportionally match the county's demographics. Between February 15, 2021, to February 14, 2023, Cummins' Hendricks County facilities provided services to 841 consumers through its SAMSHA-awarded expansion grant. Eighty-seven percent of the CCBHC consumers identified as White, and 8% identified as Black. Less than 1% of consumers identified as Asian, which is slightly disproportionate to their representation in the county (3.6%), and 1% identified as more than one race (none identified as Hawaiian/Pacific Islander or Native American/Alaskan). Additionally, 5.7% identified as Other, and 4% identified as Hispanic.

Figure 1. Map of Hendricks County, Indiana (Outlined in Red)



Prevalence of Mental Health and Substance Use Conditions and Related Needs in Hendricks County

Prevalence of Mental Health Conditions

In Hendricks County, 14% of adults reported that their mental health was "not good" for at least 14 days in the past month, and 22% of adults reported depression (CDC PLACES, 2023). During the duration of the CCBHC expansion grant (February 15, 2021 – February 14, 2023), 58% of Cummins' adult and youth consumers were diagnosed with an anxiety disorder, and 13% were diagnosed with recurrent major depressive disorder.

Substance Use Disorder and Overdoses

Overdose and suicide are leading causes of death in Indiana, which has higher rates than the national average (Indiana Department of Health Overdose and Suicide Fatality Reporting, 2022). Fentanyl is the primary illicit drug involved in two-thirds of fatal overdoses, and psychostimulants (including methamphetamines) accounted for about 30% of fatal overdoses in the state. According to the Indiana 2022 Vital Records data, overdoses affect people of all backgrounds, but people ages 35-54 and Black individuals have much higher rates of fatal overdoses. People who had ever served in the armed forces accounted for 6.94% of all Indiana overdose deaths in 2022

There were 35 reported unintentional overdose deaths for Hendricks County residents in 2022 (Indiana Department of Health Overdose and Suicide Fatality Reporting, 2022). According to the Indiana Department of Health Drug Overdose Dashboard's provisional 2023 data, there were 281 emergency department visits due to any drug overdose in Hendricks County. Although this included 35 people aged 14 or younger and 25 people aged 65 or older, the highest number of people experiencing a drug overdose were ages 15-35 (135). In total, 236 of the people who visited the emergency room were White, 30 were Black, and 15 were Other/Unknown. The number of male emergency room visitors (139) and the number of female visitors (142) were similar.

Alcohol use is also a major concern in Hendricks County, which ranks unfavorably in the bottom quartile for alcohol use disorder indicators: 69th for excessive drinking and 78th for alcohol-impaired driving deaths (Community Health Needs Assessment by IU Health West Hospital, 2021). Nearly half (48%) of the survey respondents of the Hendricks County community survey identified substance use or abuse as one of the top five significant concerns within the community (Hendricks County Health Assessment, 2022). Similarly, the Hendricks County Health Department cites opioid abuse as a major concern (Community Health Needs Assessment by IU Health West Hospital, 2021), and 50% of

surveyed community members agree that substance use prevention and treatment is very important to their community (Hendricks County Health Assessment, 2022).

It should be noted that information regarding alcohol and substance use among children and adolescents is not available for Hendricks County, and therefore it is unknown if the needs of youth differ from adult residents in the county. Cummins provided 10 youth and 435 adults from Hendricks County with addiction treatment in fiscal year 2023 (FY23 Cummins Hendricks County Report, 2023).

To address the growing prevalence of substance use disorders in Hendricks County, leaders from the CCBHC have developed a stronger working relationship with Hendricks County Probation Department (both adult and youth) and the Hendricks County Work Release program to streamline the referral process, complete intake assessments, and link those in need to services in a quicker manner. The CCBHC has a daytime Intensive Outpatient Treatment (IOT) program for adults, an Adolescent IOT program, Adult Relapse Prevention and Adolescent Relapse Prevention group treatment. The CCBHC has more recently added an evening adult IOT option for those employed or unable to attend the daytime group.

Suicide

In Indiana, males were more likely to commit suicide, with a rate four times higher than females (Indiana Department of Health Overdose and Suicide Fatality Reporting, 2022). White individuals had the highest rate of suicide. The percentage of suicide deaths among people who served in the armed forces was 7.13%. In 2022, firearms were used in 61% of suicides in Indiana. In Hendricks County, 23 resident deaths were reported as suicide in 2022 (Indiana Department of Health Overdose and Suicide Fatality Reporting, 2022).

Youth Suicide

Teen suicide and self-harm was identified as a significant concern in interviews and meetings conducted with community stakeholders (IU Health West Hospital Community Health Needs Assessment, 2021). According to the Indiana Youth Institute (2024), 56 Indiana youth between ages 10-19 died by suicide in 2022, which was the third largest cause of death in that age group. This was a noticeable decrease from 2021, when 83 youth died by suicide.

Hendricks County ranks unfavorably in the bottom quartile (84th for youth suicides age 10 – 24), with four youth aged 18-19 years old and one youth aged 20-24 years old

dying by suicide in 2022. Comparatively, the 39 counties who are ranked 1st (tied) statewide reported no youth suicides.

When a youth suicide occurs in the CCBHC service area, Cummins deploys teams of therapists to be available at schools for student and family support. Suicide prevention and crisis assessment occur on a regular basis for those with identified suicidal ideation. Crisis planning/safety planning occurs with consumers who have utilized the crisis line or crisis services. The CCBHC partners with Mental Health America of Hendricks County for focused community education on suicide prevention efforts.

Social Isolation

According to the IU Health West Hospital Community Health Needs Assessment (2021), many Hendricks County residents are affected by social isolation. 87.5% of Hendricks County residents drive alone to work, and 41.6% of commuters spend more than 30 minutes in their car alone. Both rates of commuting alone and commuting for more than 30 minutes alone are higher than the statewide averages of 83% and 30.7%, respectively. This may reflect that many residents commute to Marion County for employment. Hendricks County residents also belong to fewer social associations (8.6 memberships per 10,000 residents) than their counterparts in the rest of Indiana (12.3) and in neighboring Marion County (11.8).

Availability of Mental and Behavioral Health Services

Hendricks County has been designated as a Health Professional Shortage Area (HPSA) for Mental Health Care (IU Health West Hospital Community Health Needs Assessment, 2021). This federal designation indicates that the county is in need of more mental health care professionals. According to the Indiana Youth Institute (2024), Hendricks County has recently experienced a considerable improvement in the ratio of population to mental health providers (823:1 in 2022) relative to the previous two years (1025:1 in 2020; 922:1 in 2021) but continues to fare worse than Indiana as a whole (529:1 in 2022).

Economic Factors and Social Determinants of Health

Compared to national and state metrics, Hendricks County fares well on a number of indices, although specific needs and underserved populations were identified through interviews with local partners.

Employment, Income, & Poverty

Hendricks County has better employment, income, and poverty rates compared to the state. Indiana's median income is $67,173, whereas Hendricks County's median income is $95,261 (U.S. Census, 2022). Relatedly, the 2022 unemployment rate for Hendricks County is lower (2.2%) than average when compared to the statewide average (3.6%). The high levels of income and low levels of unemployment contribute to the comparatively low percentage of individuals living in poverty in Hendricks County (5.4%) relative to the statewide average (12.6%).

Education

According to 2023 U.S. Census Bureau data, 93.5% of Hendricks County residents 25 years old and older have graduated from high school or furthered their education, which is higher than the national rate of 89.1%. Similarly, Hendricks County has a high school graduation rate of 96% for the 2023 cohort, which is higher than the 2023 state average of 89% for the same cohort. The county has a college enrollment rate of 63% for the 2021 cohort, which is also higher than the state average of 53% for the same cohort (Indiana Youth Institute, 2024).

Comparatively high levels of educational attainment are reflected by the majority of Hendricks County residents reporting they "always" (49%) or "most of the time" (34%) feel satisfied with their education (2022 Hendricks County Health Assessment). Shifting the focus to youth education, the Hendricks County Community Foundation Community Needs Assessment (2022) views the K-12 education system as a community asset, rating it at 4.7 out of 5, on average.

Violent Crime/Domestic Violence

The violent crime rate per 100,000 residents is lower in Hendricks County (60.5) compared to neighboring Marion County (954.7) and the state (750.2; IU Health West Hospital Community Health Needs Assessment, 2021). The community's perception of safety aligns with the lower violent crime rate, as 85% of respondents to the Hendricks County community survey reported feeling safe "always" or "most of the time" in their communities. A relatively low 18% selected "assault, violent crime, and domestic violence" as one of the five greatest issue of concern (Hendricks County Health Assessment, 2022). However, Sheltering Wings, a local domestic violence shelter in Hendricks County, identified in a May 2024 interview that there is a growing need for specific mental and behavioral health services for victims of domestic violence.

Sheltering Wings primarily works with people who have experienced high levels of trauma and often are diagnosed with mental health and substance use disorders. During

the interview, the staff member identified the need for additional housing options for clients with severe mental health and substance use issues. Since the COVID pandemic, the agency has struggled to find housing for clients, especially for those with severe mental health issues.

For clients who are living in the Sheltering Wings shelter, the staff member would like to re-establish on-site mental health and behavioral health services, such as group-level support or in-person crisis response services. Before COVID, Cummins had the capacity to serve clients at the apartment complex that houses Sheltering Wings clients, as the staff member noted, *"We really rely on community partners like Cummins and others to help us, you know."* For example, they said calling a crisis line is not as effective as in-person mobile crisis support, which is needed all hours and days. They commented, *"Somebody's going into crisis at nine at night, we can call the crisis line. But it's a little bit different when somebody is in-person with them versus over the phone."*

The Sheltering Wings staff member also emphasized the importance of their clients accessing services as soon as possible. They were aware of workforce issues such as the lack of mental health providers in general and staff turnover at Cummins and said they have seen wait times for mental health services increase over time. As a result, Sheltering Wings staff must spend more time scheduling individual appointments as well as transporting clients to Cummins. They would prefer to schedule a group of their clients for appointments at the same time, which would help reduce the ongoing challenge of providing transportation. Although Sheltering Wings and Cummins staff have a monthly standing meeting, the staff person said they would also like to have more frequent communication with Cummins regarding clients who have complex needs and to learn more about Cummins' newer services, such as the mobile crisis unit, same day intake, extended service hours, transportation, etc.

The staff person agreed that Cummins' telehealth option might address some of the transportation and access issues but noted that their clients often do not have a cell phone, internet access, or a private area to conduct the call, stating *"for our families, a whole family is in a room…if we can offer childcare during the call, it [telehealth] could be beneficial*."

Child Welfare

Hendricks County ranked 50th out of 92 Indiana counties for youth foster care placements in 2023 (Indiana Youth Institute, 2024). In total, 104 youth were placed in foster care at some point in 2023, which is lower than the total (128) in 2022. Additionally, Hendricks County ranked 55th in the state for the number of Children in Need of Services

(CHINS), with 105 CHINS cases in 2023. Three percent of all Hendricks County referrals received by Cummins in 2023 were from the Department of Children Services (FY23 Cummins Hendricks County Report).

Hendricks County had the 16th lowest youth incarceration rate in the state, with seven incarcerated youth in 2021 and three incarcerated youth in 2022 (Indiana Youth Institute, 2024). Additionally, Hendricks County had the 10th lowest rate (<1%) of homelessness among public school students in the state in 2023 (Indiana Youth Institute, 2024).

Health Outcomes

Indiana consistently ranks poorly (35th) in health compared with other states (America's 2023 Health Rankings Annual Report). The 2023 County Health Rankings in Indiana indicate that Hendricks County was rated as the second best for health outcomes and third best for health factors statewide. While this rating positions Hendricks County among the healthiest counties in Indiana, it must be viewed in light of the overall poor state ranking.

Hendricks County also fares well on the community needs index (CNI), which scores communities' barriers to healthcare access based on five social and economic indicators (e.g., unemployment rate, education attainment) rated on a range of 1 (low need) to 5 (high need). The Community Health Needs Assessment by Indiana University Health West Hospital (2021) found that the median CNI for Hendricks County of 1.8 is lower than both the national median (3.0) and median of neighboring Marion County (3.6). Although Hendricks County is considered a "lowest need" county, several populations within the county have difficulty accessing and receiving basic health and wellness services, as described in the next section.

A staff member at Hendricks County Probation Department, which serves both juveniles and adults and provides home detention programming, identified several challenges and barriers to accessing mental and behavioral health services in a May 2024 interview. Probation officers are currently responsible for deciding the best treatment option for each client, but often lack knowledge of the mental health and substance use resources available in Hendricks County for youth and adults. In addition, the staff member said that Hendricks County seems to have more mental health referral options in and around the county compared to other counties of a similar size, and it can be difficult for officers to determine which option would be best for each client.

The probation office is making some changes to try to help officers determine the best treatment options. The staff member said that while the department currently does

not have a formal tracking system for referrals made to mental or behavioral health services, plans are in place to establish one and to organize a provider referral list.

Although many probation clients have insurance, the staff member expressed concern that they cannot afford the out-of-pocket expenses that come with high deductible plans for treatment and care, especially for in-patient care. The staff member noted that many clients do not qualify for income-based state or federally funded mental or behavioral health services, explaining *"Hendricks County is not a low-income area."* The staff member also said that the mandatory state alcohol use assessment tool and collateral assessment tools miss many clients who score low to moderate risk for substance use even with a conviction of operating a vehicle impaired (OVI). The officers are seeing higher rates of reoffenders with this group, as the lower scores do not indicate a course of action, and insurance will not cover treatment for those who have lower assessment scores.

The Hendricks County Probation staff member noted transportation to treatment is a major barrier for minors as they must rely on other family members or others to get to their appointments. They noted that many of their adult clients complain about the inconvenience of having to find transportation and the time it takes getting to and from treatment. However, the staff member was less empathetic about adults' challenges with transportation than youth.

The Hendricks County Probation staff member confirmed that many of their clients (both juveniles and adults) on probation are dually diagnosed with both mental health and substance use issues, and the state lacks inpatient care facilities for these clients. The staff member said, "*[Dual diagnosis] has been a trend since I have been here.*" However, the probation officer was especially concerned about the lack of treatment options for several cases of sexual maladaptive youth in Hendricks County, stating, "*There's not a lot of services out there.*"

Another recommendation in the interview was for Cummins to explore how it could support services or programming for youth who have been mandated to a day reporting facility. The probation officer suggested providing on-site services would be a good way to reach at-risk transient youth who are not attending school.

Identified Needs for Underserved Populations

Survey and interview data revealed areas of improvement for Cummins' services for the four populations identified in the Disparity Needs Assessment (non-English Speakers, LGBTQ+, veterans, youth) as well as other populations in the county.

People Experiencing Homelessness

The specific mental and behavioral health needs of people who experience homelessness were discussed during an interview with two Family Promise of Hendricks County staff in May 2024. Family Promise of Hendricks County provides stability services including emergency and permanent housing and homelessness prevention. They work with youth, families, and adults.

The Family Promise staff were especially concerned about the lack of resources and support in Hendricks County for people returning from in-patient treatment. Coordination of same-day services is needed to help connect people immediately to aftercare for their mental health issues and substance use. The Family Promise staff said lack of housing is also a primary barrier to receiving consistent treatment. Hendricks County especially needs more sober living options and emergency housing options for women and children. The staff also noted a particular need for childcare while parents are staying in in-patient treatment facilities.

Services for Non-English Speakers

Although the majority (96%) of Hendricks County residents speak English "very well" (U.S. Census, 2023), the Family Promise staff noted that for those who are non-English speakers, there is a need for bilingual mental health and behavioral health providers and staff. *"Those who are Spanish speaking or non-English speaking who have mental health needs, their needs are just not being met due to the lack of translators and for who those who speak Spanish who are licensed professionals."*

The staff also emphasized the needs of immigrants, especially undocumented individuals, who experience depression due to their situation (e.g., lack of employment, housing, etc.) and past trauma. Undocumented individuals also struggle to pay for services because they are not eligible for insurance and Medicaid.

Cummins provides translation services at all of its locations statewide, and in 2023, 76% of translation services provided were to Spanish speakers (note that Hendricks County usage could not be disaggregated from the Cummins' statewide usage). Although the Family Promise staff were aware that Cummins provides online/telephone interpretation and translation services, they said their Hispanic clients prefer to talk to a person instead of a "third party" or online translation service. Clients who are bilingual in English and Spanish may also prefer to work with a Spanish-speaker who understands their culture and provides a level of comfort and trust. The Family Promise staff acknowledged that having bilingual staff may be challenging for Cummins due to

workforce challenges such as staffing shortages of licensed professionals and lack of bilingual providers.

The Family Promise staff also noted the need for more coordination with Cummins staff and more frequent updates. They were unaware of new services offered by Cummins such as telehealth, mobile crisis response, and same day services.

LGBTQ+ Community

Population-level data on the number of Hendricks County residents who identify as LGBTQ+ are not available. Cummins has provided outreach and services to this community, such as participating in the PRIDE event. According to the Final Programmatic Report for the Hendricks County CCBHC SAMHSA expansion grant (February 15, 2021 – February 14, 2023), Cummins' CCBHC served:

- 527 adult consumers (90.2%) who identified as heterosexual
- 36 (6.2%) who identified as bisexual
- 11 (1.9%) who identified as Other (pansexual = 8, asexual = 1, demisexual = 1, and unlabeled = 1)
- 10 (1.7%) who identified as gay or lesbian

A board member from Hendricks County PRIDE, a nonprofit organization that fosters an environment of inclusivity, safety, and acceptance for the LGBTQ+ community, said in a May 2024 interview that there is a need for more outreach to improve community awareness of Cummins' services and also stressed the importance of culturally sensitive services. The board member said Hendricks County PRIDE's top priorities are to create a safe space and provide opportunities for connection and said Cummins' work to promote mental health well-being aligns well with these priorities.

The board member identified several challenges faced by the LGBTQ+ community that Cummins staff should recognize when providing mental health and behavioral health services to these consumers. The board member described how the conservative political environment in Hendricks County has reduced support for LGBTQ+ advocacy efforts even though more local community organizations and companies support the PRIDE event. The board member said that city officials across the area used to issue a proclamation every year during PRIDE month to demonstrate their support of the LGBTQ+ community, but in 2024, *"All ten cities have declined to issue a proclamation stating that LGBTQ+ members are a valuable member."*

The PRIDE board member said that LGBTQ+ youth are challenged with feeling safe and supported due to limited or no school-based programming to support LGBTQ+ youth. Many schools that previously provided programming have either eliminated/reduced the activities or have changed the name, according to the board member, which isolates LGBTQ+ youth even more. To try to counter these changes, Hendricks County Pride works to build connections with the LGBTQ+ community through social media as it is considered a safer environment for its members.

The board member shared they had limited knowledge, experience, and connection with the Cummins staff and providers (other than the organization's participation in their PRIDE events). The board member said they are hesitant to refer their members to Cummins because of general concerns about the lack of safety and hostile environment within Hendricks County. Before they would refer to Cummins, the board member said they would need more assurance of the staff's understanding of sexual orientation, gender identity or non-conforming identities, as well as the intersection with racial identities. The board member said people who identify both as LGBTQ+ and as a racial minority may have even more difficulties trusting providers. The board member also noted the importance of providing privacy for the LGBTQ+ community, especially for LGBTQ+ youth who may choose not to access services due to fear of requirements to attain parental consent.

The PRIDE board member recommended that Cummins increase its connections with other organizations that serve the LGBTQ+ community, youth, and minorities, such as Indiana Youth and Spencer PRIDE, which are well established and could provide best practices on outreach efforts. The board member concluded by saying, *"...we would love to issue an invitation to meet with your board...where we kind of sit and discuss possibilities and get to know each other better."*

Veterans

Veterans comprise 5.8% of the population of Hendricks County (U.S. Census, 2023), and 4% of adult consumers who were served by Cummins' SAMHSA expansion grant (February 15, 2021 - February 14, 2023). A Department of Veterans Affairs clinic, which opened in fall 2021, is located in Brownsburg in Hendricks County and provides veterans with behavioral health and primary care services.

A staff member from the Hendricks County Veterans Service Office identified in a May 2024 interview opportunities for Cummins to extend services to veterans, including increasing care coordination between Cummins staff and the client's Veterans Service officer. However, the staff member noted that issues with reimbursement for non-VA care may make it difficult for veterans to use Cummins' CCBHC services. The staff member

stated that many new veterans and those currently serving are not aware of their VA benefits or the requirement that veterans or current service members must inform the VA regarding their use of local services within 72 hours, or the veteran will be liable to pay out of pocket. Due to this issue, the Veterans Service Office is unlikely to make referrals to Cummins as many veterans cannot afford out-of-pocket expenses.

The Veterans Service staff member recommended that Cummins' intake staff have VA resources on hand to share with their consumers who are veterans or active service members. The staff members also recommended that Cummins should stress that veteran consumers should connect annually with the Hendricks County Veterans Service Office in case their benefits change. The staff member also recommended Cummins staff meet annually with Hendricks County Veterans Service officers to identify resources, changes in services, benefits, and policies which can be shared with other providers and consumers who are veterans.

The staff member also suggested that Cummins should consider how seating is arranged in the waiting room and service areas. Many veterans and service members have post-traumatic stress disorder (PTSD) and would prefer ample seating along a wall with visible sight lines to all exits and entrances. The staff member explained that not being able to see who is sitting behind you can create more anxiety for someone experiencing PTSD.

School-Based Youth Services

Cummins provides school-based services to 40 schools across five Hendricks County districts and facilitates outreach events to inform school staff, parents, and caregivers about its services. In May 2024, UCESC distributed an online survey to all school staff at the following community school corporations: Avon, Brownsburg, Danville, Mill Creek, and Plainfield. In total, 31 school staff completed the survey. A separate anonymous online survey link was provided in a newsletter for parents and caregivers of elementary, middle, and high school students at Brownsburg Community School Corporation. In total, 36 parents/caregivers responded to the survey.

As displayed in Figures 2 and 3, survey results indicate most school staff were aware that Cummins provides school-based services, but a majority of the Brownsburg parents were not. One parent commented, *"I was unaware that there are school-based services available, let alone services using private insurance. I wish I would have known because it would have been much more convenient and well-integrated for them to see someone at school."*

Figure 2. Awareness of Cummins' School-based Services

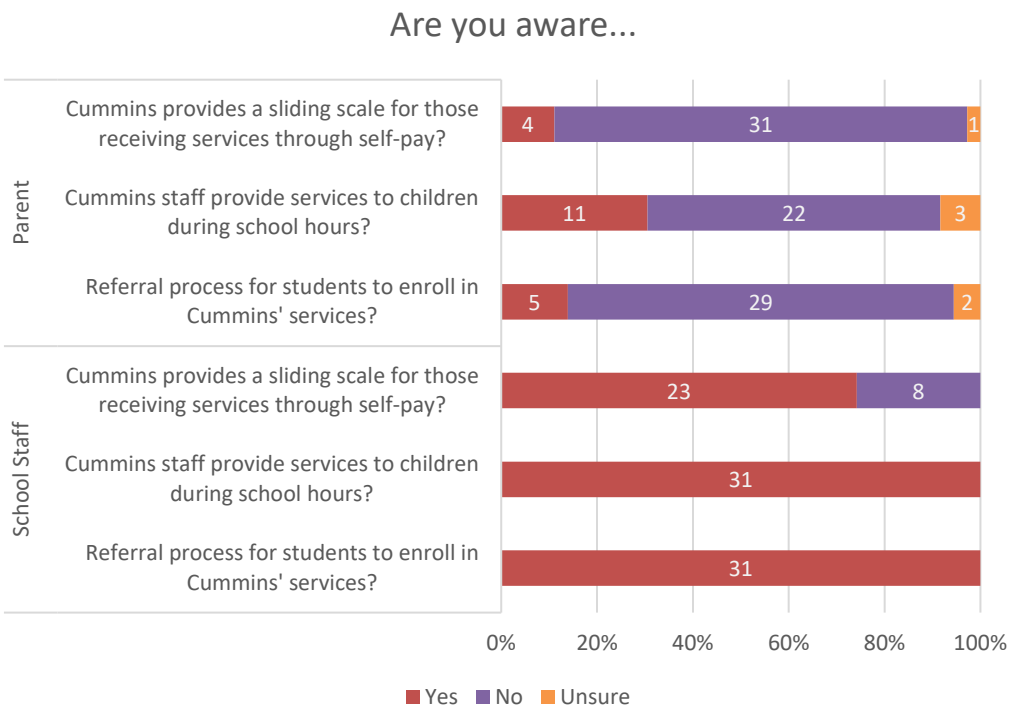
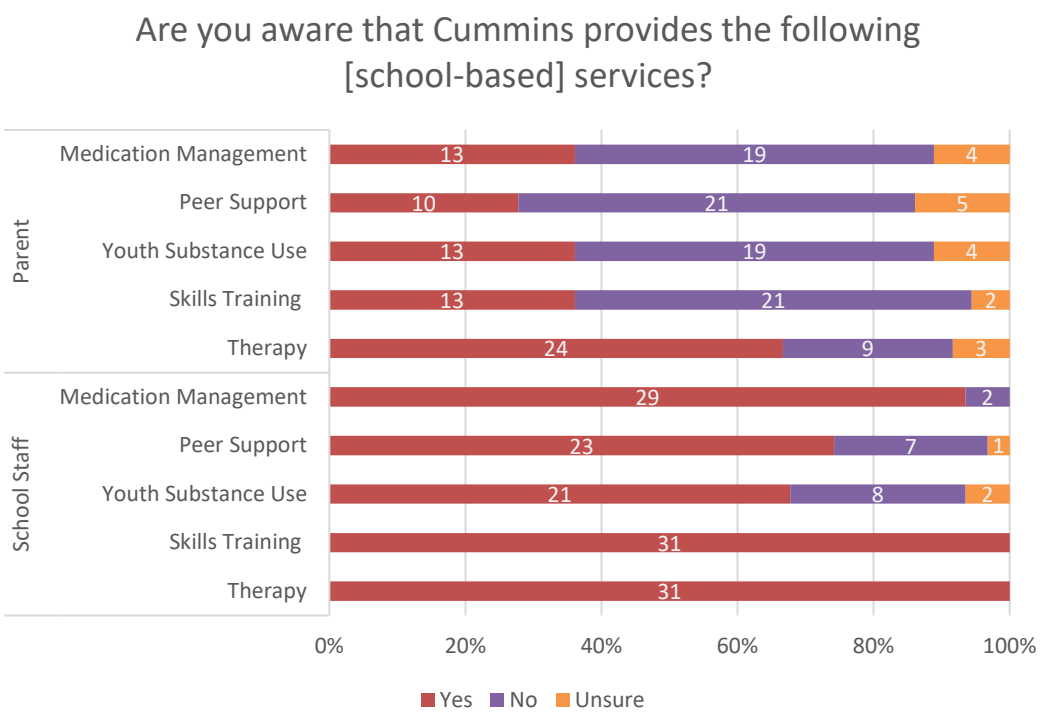


Figure 3. Awareness of the Types of School-Based Services Provided by Cummins



Because of the concerning rates of youth suicide in Hendricks County, it may be helpful to provide age-appropriate universal prevention programming that addresses some of underlying causes of suicide. School staff and parents were asked in the survey, "*Do you think it would be useful for Cummins staff to come into classrooms or hold assemblies to talk to students about mental health related topics such as bullying, vaping, peer conflict, etc.?"* and to explain their answer. Many school staff commented that the Cummins staff or other school personnel provide a sufficient level of universal prevention programming and there is not a need for more, but one respondent noted a need for more training for school personnel, "*The counselors in our school district are responsible for [presentations to students]. Maybe Cummins could present to teachers/staff*." The school staff respondents who said Cummins should provide universal prevention programming stated that it should be coordinated with health classes, and resources should be shared with parents.

The majority of parents (90%; n = 28) were supportive of the need for universal prevention programming, especially noting the importance of reducing the stigma of mental health issues. Both school staff and parents suggested that programming would best be provided in a small group format and with targeted messaging (e.g., age-appropriate content and expert-led discussions).

Several school staff expressed dissatisfaction with Cummins' services, primarily due to turnover and vacancies in the workforce. Some staff commented that due to staffing shortages, Cummins does not have a therapist on site at their school who can provide additional mental health services. They said Cummins does provide skills training for students on how to cope or manage behaviors and emotions. Other school staff commented that due to high staff turnover, there was a lack of consistency and reliability, which created issues with scheduling, communication, and trust. One school staff member commented, "*We have had a ton of turn over and no one has been consistent for our students*."

Table 2 is a summarized list of all suggestions provided by school staff and parent survey respondents regarding current needs and areas of improvement for Cummins school-based services. This list is not weighted, so the bullet points may represent only one respondent's comment or multiple respondents' comments.

Table 2. Suggestions Provided in Open-Ended Responses from School Staff and Parent Surveys

School Staff	Parents
On-site licensed therapist	On-site services
Substance cessation	Provide services to all students
Accessible service offered daily or have a set schedule	Programming after school
Consistent and reliable providers	Group Therapy (e.g., children of divorced parents)
Broader access to therapy	Nutritional counseling
Improve efficiency of getting students services	Cognitive behavioral therapy
Enhance communication efforts with school staff and their students	Do not provide "gender affirming care"
	Offer services via telehealth
	Provide options to care
	Reduce barriers to care by allowing students with insurance access school-based services

Both the school staff and parents noted a need for on-site, accessible counseling services that are available when school is not in session. However, Cummins staff have noted a challenge with inconsistent use of these services. In the survey, school staff and parents were specifically asked how to encourage use of the school-based services when school is not in session. Respondents provided several suggestions:

- Cummins should find a time and place that works for families during school breaks or offer services via telehealth or provide transportation. For example, a parent shared they have limited time to take children to appointments, "*I'm a single working parent and unable to get away from work to take them to any kind of services."*
- School staff suggested that Cummins could work with the schools to make sure families understand that students must consistently use services over the summer to retain services in the fall. *"Cummins staff can ask to work with school counselors and leaders to communicate the expectation that services must continue over breaks in order for services to remain active."*
- A few parents stated they appreciate having the option for their students to access Cummins services at their school in addition to a guidance counselor, although one parent commented, *"[The service Cummins provides in schools]*

"...was discouraged by our school counselor, despite the services being offered and my child needing the services. This is very disappointing, and I feel like more awareness would benefit children at the school. We need an alternative to the school counselors for individual counseling and resolving issues."

Mobile Crisis Services

Providing a mobile crisis response is a key component of the CCBHC model. In the first years of the CCBHC, Cummins established a CCBHC Mobile Crisis Team that provides services throughout Hendricks County. Crisis services include crisis prevention, de-escalation, crisis assessment, evidence-based practices, and safety planning. The CCBHC Mobile Crisis Team can respond to homes, community settings, and community partner settings to provide support when and where it is needed.

Services are available to any individual, including, but not limited to, people with mental health disorders and/or substance use disorders. Services are provided regardless of ability to pay and for those who are underserved, have low incomes, are insured, uninsured, or on Medicaid, and those who are active-duty military or veterans. In addition to mobile response, the crisis team receives incoming crisis phone calls and in-person (walk-in) requests.

A Mobile Crisis Team member completes a full crisis assessment for each call or in person request. If the person is in the community and the crisis assessment indicates that mobile response is needed, a team of two crisis members is deployed to the location of the person in crisis. During early May 2024, the crisis team hours were extended to 24 hours Monday through Friday and 7am – 7pm on Saturday and Sunday. As of mid-June 2024, the mobile crisis team transitioned to 24/7 availability. Prior to July 1, 2024, the CCBHC will apply to become a 988 designated mobile crisis response team for Hendricks County.

Table 3 provides a summary of CCBHC Mobile Crisis Team calls and dispatches in Hendricks County from January 1, 2023, to May 31, 2024. The team was dispatched on 58 of 325 calls (18%), and the average response time was 26 minutes. Nearly a quarter of the calls involved suicidal ideation and/or self-injury. It should be noted that because the Mobile Crisis Team was being established and expanded during this time period, the data collection process was also being established, and some data may be incomplete.

Table 3. Summary of Mobile Crisis Calls and Dispatches (January 1, 2023 - May 31, 2024)

Description of Mobile Crisis Call Type	n	%	Total Calls
Calls that did not Result in Mobile Crisis Team Dispatch	267	82%	325
Crisis calls originating from a school served by the CCBHC	81	25%	325
Suicidal Ideation and/or Self-Injury	77	24%	325
Mobile Crisis Team Dispatches			
Number of Times Mobile Crisis Team Dispatched	58 (out of 325 calls)		
Average Response Time (n = 56)*	26 minutes		
Response Time Range (n = 56)*	0** – 87 minutes		

*Response time data were missing for 2 out of 58 calls and were excluded from response time analyses.
**When a Mobile Crisis Team member was already on-site, the response time was recorded as zero.

CCBHC Strengths and Challenges

The CCBHC has been operating in Hendricks County since 2021, and it is not yet possible to measure the full impact of the services on community indicators. However, community partners and the Cummins staff who work in Hendricks County have noted how the CCBHC meets the need for extended hours and access in the county. The survey and interview respondents also identified areas of focus as Cummins continues to expand and refine the CCBHC.

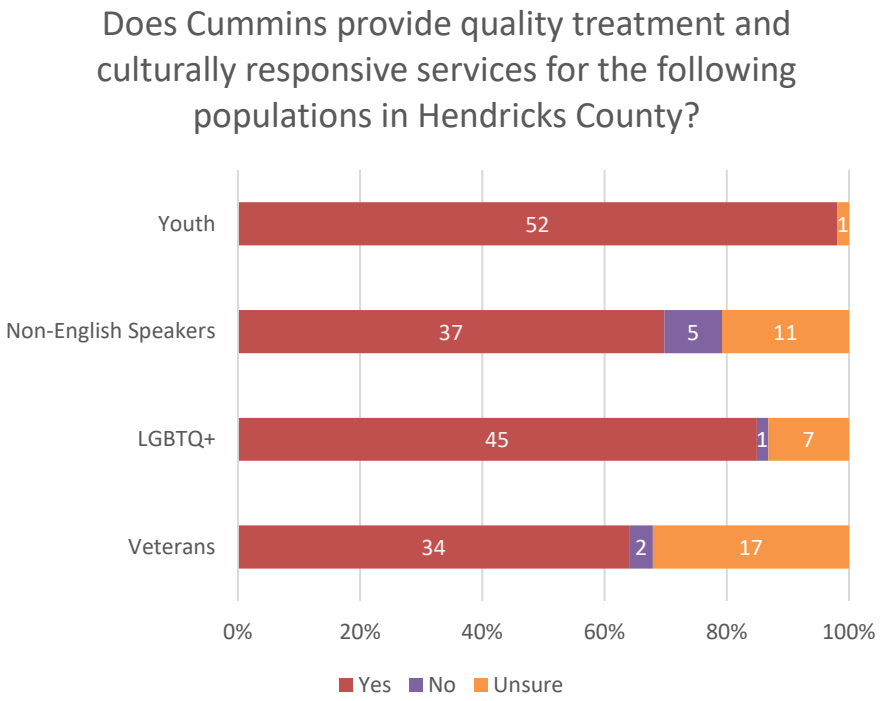
Cummins Staff Perception of Hendricks County CCBHC Strengths

All Cummins staff who work in Hendricks County were asked in a May 2024 survey to identify where the organization has been successful in implementing the Certified Community Behavioral Health Clinic model. Many respondents said that Cummins' services are person-centered and community focused. Many respondents remarked that

the CCBHC offers quality care and multiple services that help reduce barriers to care and addresses the community needs, such as providing school and mobile crisis services, transportation, and financial assistance.

Cummins staff also noted the organization's efforts to expand hours of service and accommodate walk-ins as well as Cummins' commitment to serving everyone in need. The majority of Cummins Community Advisory Board (CAB) members who completed the online survey selected "yes" when asked if they feel services after 5:00 p.m. (100%; n = 4) and weekend services (75%; n = 3) "are important for Cummins to provide in Hendricks County." CAB members also commented in the online survey that the Cummins Hendricks County staff are "*caring*" with "*good leadership*." Additionally, Cummins staff reported that the CCBHC provides culturally responsive services within Hendricks County, as shown in Figure 4.

Figure 4. Cummins Staff Perception of Culturally Responsive Services within Hendricks County



Hendricks County staff identified several attributes of positive team culture, including being a team-centric organization, with respondents complimenting various teams and team members and noting the Hendricks County team is vision driven. Hendricks County staff remarked favorably to the recent building updates to their work environment and noted Cummins has been striving to provide a better work life balance, which included hiring more quality staff and providers.

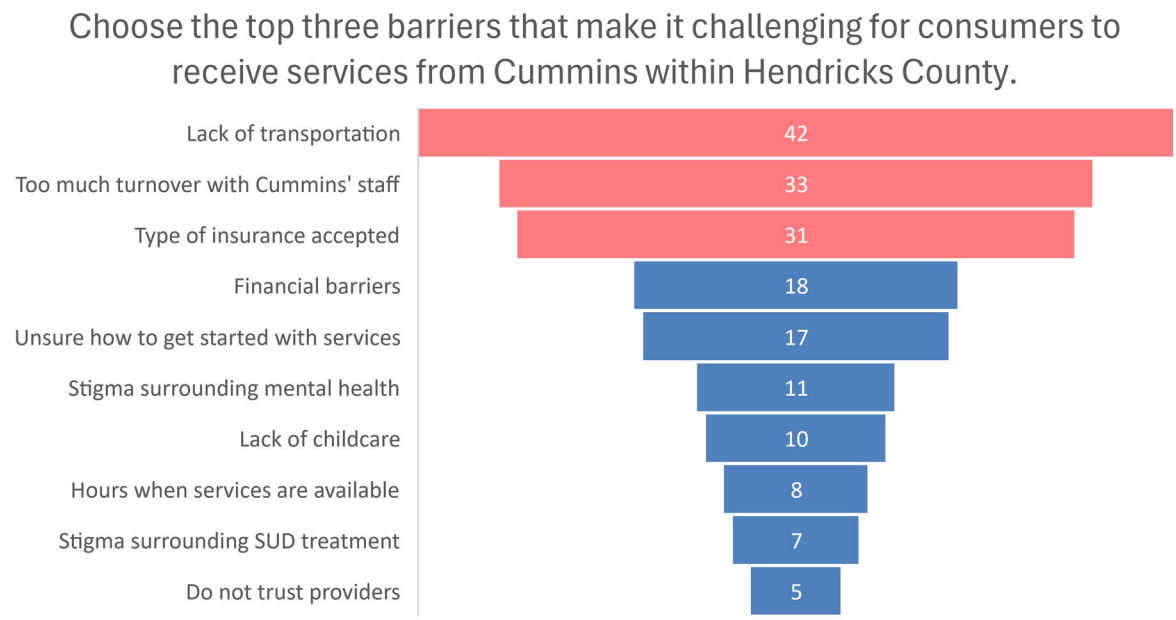
Below are a few examples of how Hendricks County staff complimented their consumer and community focused services and positive team culture:

- *"CCBHC services has proven to be a great resource for our consumers, and we have been able to provide a high quality of care since implementing this model to our practices. The expansion of our mobile crisis team and care coordination team has been a great asset for our county."*
- *"Cummins focus on community involvement within the school community is excellent."*
- *"The mobile crisis team is doing an outstanding job responding to crisis events in the county within 60 minutes. The crisis team works well together and collaborates often with other treatment providers for crisis postvention services."*

Cummins Staff Suggestions for Improvement and Continued Efforts to Alleviate Barriers

As presented in Figure 5, Hendricks County staff identified 1) lack of transportation, 2) staff turnover, and 3) the type of insurance accepted as the top three barriers to Cummins' services in Hendricks County.

Figure 5. Barriers to Services as Selected by Hendricks County Staff



Several suggestions were made by the CAB and Hendricks County staff on how to improve Cummins' services. The CAB identified the need to provide more peer support

services as well as the "*lack of service providers to meet different, specific needs*." Hendricks County staff suggested more effort was needed to improve workforce retention and mitigation of barriers for consumer engagement. Staff would like to see reduced turnover for staff and providers. Staff suggestions on how Cummins could improve workforce retention included:

- increasing pay
- improving benefits or providing incentives for those that have stayed throughout the recent turnovers
- improving communication and connection across teams
- offering training that includes both leadership and frontline staff so that they stay on the same page
- filling vacancies, such as team leads for school-based and outpatient services, and hiring more providers, such as paneled therapists for private insurance, therapists trained in trauma therapy, dietitians, and nurses
- offering more support or benefits to part-time employees, such as flexibility or leaves of absence
- exploring employment options and job descriptions that would allow a person with a bachelor's level education to provide a supporting role, which could improve workloads for all staff and enable licensed staff to focus on work they are licensed to do

Even though Hendricks County staff noted that Cummins' consumer and community focused services are a strength, many also noted that more work is needed to alleviate barriers to consumer engagement. The lack of an on-site primary care provider was their utmost concern, and the recent loss of one in fiscal year 2024 has caused a disruption to the consumers' continuity of care, as reflected in one staff member's comment:

> "*The patients really benefitted from this [primary care] service due to them not being able to get a PCP, and when it was here, they could take care of the mental and physical health.*"

One CAB member recommended that Cummins consider providing a community wellness center as a possible solution.

Staff identified several barriers that limit access to, and engagement of, services: 1) lack of ability to pay for services, 2) insurance, 3) lack of public transportation, 4) lack of

affordable housing, 5) the need for services for immigrants, and 6) limited extended service hours.

Several staff suggested Cummins could put more emphasis on improving community partnerships and outreach efforts, which could assist staff with identifying and updating referral resources. One staff member stated:

> *"It seems like when needing to find specific resources I have to dig through different resources and when reaching out about it, it either has ended or there are requirements that are challenging to meet for some of my consumers."*

Summary of Findings and Recommendations

Updates to Needs Assessment

This needs assessment should be updated every three years to ensure accuracy of data and to continue to assess the impact of the CCBHC model on community needs. In the meantime, the Cummins team should frequently monitor and discuss community data and partner and consumer feedback to ensure that the CCBHC continues to adapt to the changing needs of Hendricks County.

Community Needs and Barriers to Care

This needs assessment has identified several populations within Hendricks County where culturally sensitive and linguistically appropriate care is needed. Cummins has emphasized staff training and outreach to address these needs. Given the needs and barriers identified in the Needs Assessment, creating community health worker positions in Hendricks County may help the CCBHC build trust, conduct outreach, and provide better services to the identified underrepresented populations.

LGBTQ+ Community

In 2023, Cummins provided three trainings for 36 Hendricks County staff on how to provide culturally sensitive services to LGBTQ+ populations. Additionally, Cummins staffed an information booth at Hendricks County's annual LGBTQ+ PRIDE event in 2023 with plans to return for the next event scheduled for June 2024. However, the needs assessment has identified that some members of the LGBTQ+ community feel especially vulnerable in Hendricks County and need reassurance that if they seek treatment at Cummins, they will be accepted and understood. It is recommended that Cummins staff and board members conduct additional outreach with the LGBTQ+ community with a focus on building trust.

Non-English Speakers and Underrepresented Populations

Hendricks County has a small number of foreign born and non-English speaking residents as well as a small number of Hispanic, Asian, and other underrepresented populations. Because of the limited populations, Cummins may not be able to hire therapeutical staff with the ability to provide services in a preferred language, other than through use of a third-party translator. However, Cummins could consider hiring community health workers with ties to the community who could help build trust between Cummins and community members. The community health worker could also help Cummins staff learn more culturally sensitive practices for the populations.

Veterans

To learn more about the specific needs of veterans, the CCBHC partnered with STAR Behavioral Health Providers for enhanced cultural competence to serve active-duty military, veterans and family members of military involved individuals. The training was comprised of three modules covering military culture, experiences of military-connected families, and deployment cycle stressors and their impact. Participants also had the opportunity to hear a service member's perspective. This training emphasized unique factors that may impact clinical practice with military-connected clients.

In 2023, Cummins co-sponsored the Mental Health America of Hendricks County First Annual Veteran's Day Event, which included an expert panel of veterans who shared their experiences. The needs assessment has identified the importance of Cummins staff continuing to coordinate with the Veterans Service Office and especially to ensure that any veterans are aware of, and receiving, their full benefits.

Private Pay Insurance

Because Hendricks County has relatively low poverty levels, many county residents may have private insurance. Due to high deductibles and lack of full coverage for mental health care and substance use treatment, people with private insurance may experience more barriers to accessing care for themselves or their children. Some community and school partners and parents may not be aware of Cummins' ability to serve people with private insurance. Cummins should continue to inform the public about the availability of financial assistance and to find solutions for people with lack of full insurance coverage.

Community Responsive Staffing and Services

Transportation & Telehealth

Across all sources, transportation was identified as a top barrier for Hendricks County residents to access services of all kinds. The only public transportation available

requires booking two weeks in advance, and there is no evening or weekend service. County residents must use their own personal vehicles, get rides from friends, or rely on rideshare services. Transportation challenges differ by subpopulation. For example, some populations are ineligible to obtain a drivers' license or to drive (youth, adults on probation, immigrants who are undocumented). Others, such as older adults, may not be able to drive due to health issues, and some consumers may have difficulty affording a rideshare service or do not have access to a personal vehicle.

Although Cummins offers transportation services to consumers, many community partners are unaware of who is eligible for transportation, which hours the services are available, and how to make arrangements with Cummins on behalf of their clients. Care coordinators or community health workers could help provide coordination between Cummins and community partners to facilitate better utilization of Cummins' transportation services.

Community partners mentioned that they would prefer Cummins to provide on-site services at their locations, reducing the need for transportation to appointments. If this is not feasible, the partners would prefer an option to transport multiple clients for appointments at the same time for in-person services, reducing the number of trips needed. Expanding telehealth services could also help mitigate the need for transportation, but partners would also like to coordinate these services with Cummins so their staff are available to set up any needed technology, arrange childcare, and provide privacy.

Timely Access to Care

Implementing a data dashboard that tracks response times, waiting lists, referrals and care coordination will enable Cummins and the CCBHC community partners to assess their success in providing timely access to care and to make any needed adjustments.

Workforce Development

As is the case with many mental and behavioral health organizations in the country, Cummins is experiencing challenges with hiring and retaining staff with the appropriate credentials and training. This can be especially challenging in a county such as Hendricks County that is adjacent to a large metropolitan area where organizations may be able to provide more competitive salaries.

Short-term strategies could include shifting some responsibilities to non-licensed staff so that therapeutical staff can focus on their areas of expertise. Creating positions for care coordinators, peer counselors, and community health workers may improve the CCBHC's capacity to address staff shortages for other positions.

Longer-term strategies include working with local, regional, and state officials to build stronger career pathways that build awareness and provide support for local students who are interested in careers in this field, especially students who reflect the community demographics and cultural profile. To support staff retention, Cummins should also continue to build on its strengths, as noted in the staff survey, of providing a team-centric culture that enables employees to thrive.

Effective Partnerships and Care Coordination

The Hendricks County CCBHC currently includes 76 partnerships (seven formal and 69 informal) that provide an array of services for the consumers. With this many partners, frequent communication will always be needed as well as focused and coordinated outreach to populations who are less likely to seek care. The partners who participated in the interviews all expressed interest in meeting more often with Cummins staff to establish stronger connections and to build trust among the partners and the people they serve.

The CCBHC model has identified care coordinators as an essential position that helps strengthen community partnerships so that consumers receive appropriate and holistic care. Multiple needs identified in this assessment could be addressed by care coordinators, such as updating and sharing resource lists, conducting outreach, tracking referrals, and sharing client data so that members of the care team can coordinate treatment and address other barriers such as housing instability or lack of transportation. Community health workers with connections to the targeted communities and peer counselors who can relate to client's experiences can also help support the CCBHC's work to provide culturally sensitive outreach and care.

Staffing Plan

The Cummins CCBHC has completed a staffing plan that reflected the findings of the needs assessment. UCESC reviewed Cummins' current CCBHC staffing plan which includes 90.5 current staff and four open positions: three Certified Peer Support Professionals for the Mobile Crisis Team and one Community Health Worker. Given the CCBHC's recent expansion to provide 24/7 mobile crisis services and the CAB's and community partners' opinions that evening/weekend services hours are important for the community, UCESC finds the plan to add more members to the mobile crisis team to be appropriate. Similarly, UCESC finds the plan to add a community health worker to the CCBHC team to be worthwhile and would enhance the CCBHC's outreach to those in the community who are less likely to receive services.

At this time, UCESC does not find it essential to require new hires (providers and non-clinical staff) to be fluent in Spanish as the demand is relatively low and third-party translation is available. However, UCESC supports Cummins' current policy to provide employees who pass a second-language fluency test a pay increase for any translation services provided to consumers.

Summary of Findings

Hendricks County outperforms the state on several community health indicators, including education, employment, income, poverty, violent crime and child abuse rates, and overall health. However, Hendricks County faces challenges with substance use disorder, youth suicide, social isolation, and availability of behavioral health services, especially for people who do not qualify for public benefits but also do not have private insurance that covers needed care. According to state data, Black individuals may face more risk of overdose, while White individuals, especially men, may be more at risk of suicide.

Some populations within the county face unique barriers to care:

- non-English speakers prefer to connect with people who understand their language and culture
- people who identify as LGBTQ+ would like assurance that they can trust their service providers
- youth need consistency of services and universal prevention programming, especially focused on the underlying factors that contribute to youth suicide
- veterans need providers who understand how their service experience may provide additional barriers to treatment