

# Mental Health Gap Analysis

## Hoag Memorial Hospital Presbyterian

### Providence St. Joseph Mental Health Initiative

For more than 160 years, Providence Health & Services and St. Joseph Health have served communities throughout the Western U.S. to provide compassionate and comprehensive health care. A cornerstone of our missions is addressing significant social, community and health needs of the most vulnerable populations, including access to quality mental health care.

We believe mental health is a fundamental part of a person's overall well-being. Mental health care has been segregated from health care; considered something else or additional, rather than a part of whole person care. Consequently, development of therapies, access to, and coverage of mental health care has suffered. Providence St. Joseph Health is working to integrate mental health and substance use care with a multi-disciplinary and community based approach that is reliable and simple to access. Additionally, community services and resources for individuals and families dealing with mental illness and substance use issues have been fragmented, under resourced, and marginalized in many areas of our country. Providence St. Joseph Health, carrying forward its founders' traditions, is committed to building and advocating for community-based solutions in partnership with others. We recognize that in order to impact mental health issues we will need to partner with government and other organizations to address policies that will support an environment that promotes mental health.

Our vision at Providence St. Joseph Health is to improve Mental Health and Wellness across the United States by focusing on six priority areas:

1. Creating communities that give rise to mental, social, and spiritual wellbeing.
2. Eliminate stigma and ease access to care
3. Build resilience in children and teens
4. Reduce Substance Abuse
5. Reduce suffering from depressive disorders
6. Create hope for the seriously persistent mental illness

### Institute for Mental Health and Wellness

In response to the growing mental health crisis in the U.S., Providence St. Joseph Health has launched the Institute for Mental Health and Wellness (IMHW) with an initial investment of \$100 million, establishing an IMHW board and foundation led by the Institute's new chief executive, Tyler Norris. IMHW will bring together visionary, community-based collaborations and partnerships that improve the understanding and current state of mental health across the nation. This is initially linked to PSJH, but over time IMHW will develop into an independent, sustainable organization that includes participation from multiple organizations committed to improving mental health and wellness. Within PSJH, we have established an Executive Steering Council to provide strategic and operational oversight for PSJH mental health and wellness initiatives, including participation in the Institute for Mental Health and Wellness. Additionally, an Advisory Council of national mental health and wellness experts, led by Maureen Bisognano and Rod Hochman, will provide strategic guidance to the IMHW and input on PSJH initiatives.

## Our starting point: Gathering community health data

The mental health system has been plagued by gaps in services, access and funding. In particular, individuals with severe mental health and substance use conditions struggle to receive needed care in their communities due to a lack of integrated and appropriately resourced publicly funded mental health programs. Those with commercial insurance often have significant difficulty finding care, especially for children, often due to the inconsistent application of mental health parity standards. Shortages of facilities and providers, and a lack of integration between primary medical care and mental health and substance use services increase the burden on individuals in need, as well as to their families and communities. The consequences of a failed mental health system include homelessness, economic distress and unneeded suffering. In addition to causing tremendous personal harm to individuals and families, inadequate treatment of depression and other mental health conditions costs billions of dollars each year in reduced workforce productivity and absenteeism.

Access problems for mental health and substance use care exist at all levels of care, from community and school-based services to acute inpatient psychiatric care. Many people are unable to access outpatient treatment, exacerbating their conditions. Often, patients with severe mental illness and substance use disorders end up in hospital emergency departments, creating significant challenges to meet their needs. The emergency room has become a de facto safety net for these patients, without the needed services and supports located in community programs. With a shortage of inpatient psychiatric beds, patients are boarded in the emergency department and subsequently lack access to the right care setting—stays that often last for days at a time. In rural areas, the burden is even more pronounced, as staff must care for patients without appropriate clinical support when community resources are unavailable. In addition, insurance coverage for mental health is often carved out from medical services and there is limited coordination of care between medical and mental health providers.

The state of our fragmented mental health system is unacceptable. Change has been incremental, and our communities can no longer afford to neglect the state of mental health care, nor the economic, social and environmental forces in communities that contribute to suffering and increased demand for services in the first place. People suffering with mental health/substance use and related issues of wellbeing -- and their families -- need a strong network and a range of community support and care options that will support better outcomes. As care providers, health care stakeholders and members of a compassionate society, we must remain committed to ensuring *everyone* has the opportunity to achieve and maintain optimal whole person health – physical, mental, social and spiritual.

## National Overview

In 2013, mental health was estimated to be the most-costly condition in the world. At \$201 billion, it is more than heart conditions, trauma, cancer and pulmonary<sup>1</sup>. It is estimated that 26.2% of adults have a diagnosable behavioral health disorder in a given year, and 20% of children suffer from a mental illness—but less than half of them will receive treatment<sup>2</sup>. Ethnic

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<sup>1</sup> Roehrig, C. (2016). Mental Disorders Top the List of the Most Costly Conditions in the United States: \$201 Billion. *Health Affairs*.

<sup>2</sup> Peterson, S., Miller, B., Payne-Murphy, J., & Phillips, R. (2014). Mental health treatment in the primary care setting: patterns and pathways. *Family, Systems and Health*.

minorities are less likely to seek or have access to culturally appropriate mental health care.<sup>3</sup> Of those with a mental health condition, 68% will also have one or more chronic medical conditions—and at least 29% of individuals with chronic medical conditions have a significant comorbid mental illness<sup>4</sup>. These psychiatric comorbidities drive up the costs per year for treatment of chronic disease more than 150-250%--and treatment, as evidenced above, doesn't always happen<sup>5</sup>.

Despite the best efforts of the Accountable Care Act and implementation of federal and state mental health parity laws, the end users of care are still burdened with high co-pays and deductibles to receive care. Providers of care are seeing decreasing reimbursement, increasing denials of care, and many are choosing not to take insurance at all. The picture is bleak for a workforce that serves the traditional model of fee for service care. Consider the following statistics:

- a) Inpatient adult services demand expected to increase 6% over next 5 years; 3% for children and adolescents
- b) Outpatient adult services demand expected to increase 8% over next 5 years; 10% for children and adolescents

There are bright spots of hope across America and across the world, but there remains no coordinated solution for all. Wrapped around all of this is the fact that the burden of mental illness falls hardest on the most vulnerable—those suffering with poverty and often homelessness. Solutions that do not address the key social disparities that are often causal and at least correlational will only solve a small part of the problem, and will not serve the core mission and vision we all share.

## Local Overview

Hoag's nonprofit regional health care delivery network consists of two acute-care hospitals – Hoag Hospital Newport Beach, which opened in 1952, and Hoag Hospital Irvine, which opened in 2010 – in addition to ten urgent care centers and seven health centers, and has delivered a level of personalized care that is unsurpassed among Orange County's health care providers. Renowned for its excellence, specialized health care services and exceptional physicians and staff, Hoag is admired as one of California's leading hospitals. It is one of the county's largest employers with approximately 5,000 employees and more than 2,000 volunteers. Hoag's network of more than 1,500 physicians represents 52 different specialties.

The Hospitals' service area is comprised of 27 cities/communities located in 53 zip codes. All of these zip codes are located in Orange County except for Long Beach (90803), which is in Los Angeles County. The community was determined by the zip codes of residence of the majority of patients who visited Hoag hospitals.

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<sup>3</sup> Holden, McGregor, et.c, (2014). Toward Culturally Centered Integrative Care for Addressing Mental Health Disparities Among Ethnic Minorities. American Psychological Association

<sup>4</sup> *ibid.*

<sup>5</sup> *Ibid.*

The population of the Hoag service area is 1,987,696. Through a formal community health needs assessment we identified that, in Hoag's primary service area Mental Health was one of our top priorities for Community Benefit Focus.

These findings and more are helping us develop collaborative solutions to fulfill unmet mental health needs for some of the most vulnerable groups of people in communities we serve. Below list additional local community health indicators you would like for us to consider, please return with completed template.

## Community Health Indicators

Category	Measure	in Service Area
Demographic	% White	46.4%
Demographic	% Hispanic	31.1%
Demographic	% Asian	18.1%
Socio Economic Factors	% population <200% FPL	28.8%
Socio-Economic Factors	Violent Crime	3659 per 100,000 pop.
Socio Economic Factors	Domestic Violence calls	4,738
Physical Environment	Overcrowded housing	28.5%
Clinical Data	% ED patients with a mental health code	13.8% (9,651)
Clinical Data	% ED patients age 65+ with a mental health code	17.3% (2,549)
Clinical Data	% ED patients age 19-65 with a mental health code	14.8% (6,589)
Clinical Data	% ED patients age 12-18 with mental health code	8.8% (340)
Clinical Data	% ED patients under age 12 with mental health code	1.3% (83)
Clinical Data	% ED patients with an alcohol abuse code	4.5% (3,095)
Clinical Data	% ED patients 65+ with alcohol abuse code	1.9% (285)
Clinical Data	% ED patients 19-65 with alcohol abuse code	6.1% (2,728)
Clinical Data	% ED patients 12-18 with alcohol abuse code	2.1% (82)
Clinical Data	% ED patients under age 12 with alcohol abuse code	0%

<b>Clinical Data</b>	% ED patients with substance use code	3.1% (2,176)
<b>Clinical Data</b>	% ED patients 65+ with substance use code	0.3% (38)
<b>Clinical Data</b>	% ED patients 19-65 with substance use code	4.6% (2073)
<b>Clinical Data</b>	% ED patients 12-18 with substance use code	1.7% (65)
<b>Clinical Data</b>	% ED patients under age 12 with substance use code	0%
<b>Clinical Data</b>	% inpatients with a mental health code	18.5% (5,456)
<b>Clinical Data</b>	% inpatients age 65+ with a mental health code	33.1% (2,986)
<b>Clinical Data</b>	% inpatients 19-65 with mental health code	17.6% (2,462)
<b>Clinical Data</b>	% inpatients 12-18 with mental health code	17.4% (8)
<b>Clinical Data</b>	% inpatients under age 12 with mental health code	0%
<b>Clinical Data</b>	% inpatient with alcohol code	5.6% (1,660)
<b>Clinical Data</b>	% inpatients age 65+ with alcohol code	4.4% (400)
<b>Clinical Data</b>	% inpatients age 19-65 with alcohol code	9% (1,260)
<b>Clinical Data</b>	% inpatients age 12-18 with alcohol code	0%
<b>Clinical Data</b>	% inpatients under age 12 with alcohol code	0%
<b>Clinical Data</b>	% inpatients with substance abuse code	3.6% (1,064)
<b>Clinical Data</b>	% inpatients age 65+ with substance abuse code	1.1% (102)
<b>Clinical Data</b>	% inpatients 19-65 with substance abuse code	6.8% (949)
<b>Clinical Data</b>	% inpatients 12-18 with substance abuse code	6.5% (3)
<b>Clinical Data</b>	% inpatients under age 12 with substance abuse code	.2% (10)

### Existing community mental health and substance use programs (Inpatient/subacute and residential)

<b>Name or Program</b>	<b>Organization</b>	<b>Services provided</b>	<b>Number of beds</b>	<b>Capacity</b>
Inpatient Psychiatric Unit	Anaheim Global Medical Center	Adult Inpatient psychiatric beds	90	72.9%
Positive Achievement Center	Chapman Global Medical Center	Adult Chemical Dependency	12	70.5%

Inpatient Psychiatric Unit	College Hospital	Adult Psychiatric Unit; Medical Detox	104	103%
Inpatient Chemical Dependency	Hoag Hospital	Chemical Dependency	25	62.8%
Inpatient Psychiatric Unit	Huntington Beach Hospital	Mature Adult Psychiatric Unit	25	62.4%
Inpatient Psychiatric Unit	La Palma Hospital	Adult Psychiatric Unit	16	58.8%
Inpatient Geropsychiatric Unit	Los Alamitos Hospital	GeroPsychiatric Unit	25	87.6%
Inpatient Psychiatric Unit	Mission Hospital Laguna Beach	Adult Psychiatry, Eating Disorders	36	48.9%
Inpatient Psychiatric Unit-Senior Adult	South Coast Global Medical Center	Senior Psychiatry Unit	23	71.9%
Inpatient Psychiatric Unit	St. Joseph Hospital	Psychiatric Unit	37	70.8%
Inpatient Psychiatric Unit	UCI Medical Center	Adult Psychiatric Unit and Medical Psychiatric Unit	48	83.1%
Inpatient Psychiatric Unit	West Anaheim Medical Center	Adult Gero-Psychiatry Unit	30	82.3%
Inpatient Psychiatric Unit	Newport Bay	Adult Psychiatry	34	87.1%
Inpatient Substance Abuse	Hoag Hospital	Inpatient detox and rehabilitation	21	
Solmar Recovery Center	Hoag Hospital	Residential Substance Abuse	21	
Casa Elena Women' Recovery Home	California Hispanic Commission on Alcohol and Drug Abuse, Inc.	Residential substance abuse for women	6	
Crossroads Recovery Center La Habra	Crossroads Recovery Centers	Residential substance abuse treatment		
Gerry House/Start House	Straight Talk Clinic, Inc.	Residential adult substance abuse treatment for persons with HIV or IV drug users	Gerry House - 12 beds Start House – 7 beds	

on Methadone

Inside Out Men's Home	Main Place Christian Fellowship	Men's drug and alcohol residential program
Adult Rehabilitation Center	Salvation Army	Adult drug and alcohol residential program
Touchstones	Social Model Recovery Systems	Adolescent drug and alcohol residential program
Transitional Residential Drug and Alcohol Treatment	Hope House Corporation	Adult drug and alcohol residential program
Woodglen	Woodglen Recovery Junction	Adult drug and alcohol residential program
Residential and Detox	Roque Center	Adult drug and alcohol detox and residential program

### Existing community mental health and substance use programs (Outpatient including partial hospitalization and day treatment)

Name or Program	Organization	Services provided	Number of beds	Capacity
Counseling	Western Youth Services	Mental health counseling to individuals, families and group	N/A	
Counseling	VCC The Gary Center	Mental health counseling to individuals, families and group.	N/A	
Counseling	La Habra Family Resource Center	Individual, family and group counseling	N/A	
Counseling	Mental Health Center Hoag Hospital	Individual, family and group counseling for low income; psychiatry consultation	N/A	

Counseling	VA	Individual and group counseling for combat veterans	N/A	
Counseling	Korean Community Services	Individual, couples and family counseling	N/A	
Trauma Counseling	Child Guidance Center	Therapy for people related to traumatic events	N/A	
Counseling	Turning Point	Faith-based and non-faith-based individual, couples and family counseling	N/A	
Counseling	FACES	Individual, couples, family, children and marriage and divorce counseling	N/A	
Counseling	Family Oasis Resource Center	Individual and group counseling for uninsured	N/A	
Addiction Counseling	Center for Treatment of Addiction, Inc.	Addiction counseling	N/A	
Counseling	Omid Multicultural Institute for Development	Individual, couple, group counseling and psychological testing	N/A	
Crescent Family Center Counseling	ICNA Relief USA	Individual, family, marriage, parenting counseling	N/A	
Shiloh Counseling Center Services	Shiloh Community Counseling and Outreach Center	Individual, couples, marriage, youth adolescent , family and group counseling	N/A	
Divorce Support	Family Enrichment Center	Individual, couples and family counseling	N/A	
Counseling	Friendly Center	Child guidance and cognitive behavioral therapy	N/A	
Counseling	Access California	Individual, group and couples counseling		



Counseling	Anaheim Independencia Family Resource Center	Individual, couples and family counseling to uninsured	N/A	
PRYDE	Pepperdine University	Education, counseling and referral for at-risk youth	N/A	
Behavioral health assessments	Illumination Foundation	Assessments, individual, couples and family therapy		
Counseling	Hammi Family Counseling Center	Supportive services to Korean-Americans	N/A	
Counseling	Anaheim Harbor Family Resource Center	Crisis, individual, couple and family counseling for uninsured.		
Counseling	Stanton Community Services Center	Individual, couples and family counseling to low income people with children	N/A	
Adoption Counseling	Seneca Family of Agencies	Mental health services to children with a focus on adoption	N/A	
Counseling	Magnolia Park Family Resource Center	Family, couples and individual therapy to strengthen family relationships	N/A	
Counseling	Westminster Family Resource Center	Individual, couples and family counseling for people with children who are uninsured	N/A	
Counseling	Leafwing Center	Individual, couples, group and family counseling	N/A	
Counseling	CalOptima	Insures through Magellan CalOptima members with mild to moderate mental health issues	N/A	
Counseling	Islamic Society of Orange County	Individual, family and marriage counseling for the	N/A	

		Muslim community		
Counseling	Mariposa Women and Family Center	Individual, couple, group and family counseling	N/A	
Counseling	El Modena Family Resource Center	Individual, family and group counseling for people with children who are uninsured	N/A	
Pastoral Counseling	Seaview Counseling, Inc.	Pastoral counseling and licensed therapy to individuals, children couples and families	N/A	
Transitional Aged Youth	Pathways Community Services	Case management for transitional aged youth	N/A	
Marriage and Life Counseling	Hope for Healing Hearts Counseling Ministries	Counseling to families on marriage and life issues		
Counseling	Catholic Charities of OC	Individual and group counseling	N/A	
Counseling	Oak View Family Resource Center	Individual and group counseling for families without insurance	N/A	
Counseling LGBT	LGBT Center OC	Counseling to individuals, couples, youth and families	N/A	
Domestic Violence Counseling	Human Options	Individuals, group and family counseling for individuals exposed to domestic violence	N/A	
Counseling	Corbin Family Resource Center	Individual and group counseling for families without insurance and for children who have witnessed or experienced abuse	N/A	

Counseling and Crisis Intervention	Minnie Street Family Resource Center	Individual and family counseling for people who do not have adequate health insurance and crisis counseling for people experiencing depression or anxiety	N/A	
Counseling	Living Success Center	Individual, couples, family, adolescent and child counseling	N/A	
Counseling	Costa Mesa Family Resource Center	Short term counseling for individuals, families and groups	N/A	
Counseling	Chicago School of Professional Psychology at Irvine	Counseling for individuals, families, adults and children	N/A	
Counseling	Coastal Family Therapy Services	Individual and group counseling	N/A	
Counseling	Jewish Federation and Family Service of OC	Counseling, support groups, older adult services	N/A	
Counseling	Casa de la Familia	Individual, couple, group and family counseling; crime victim counseling	N/A	
Counseling	California Youth Services	Counseling for substance abuse, relationship issues	N/A	
Marriage Counseling	Pilgrimage Family Therapy Center	Marriage and relationship counseling	N/A	
Therapeutic Behavioral Services	South Coast Children's Society	Therapeutic behavioral services to children	N/A	
Families First	Community Service Program, Inc.,	Programs for at-risk severely disturbed youth	N/A	
Caregiver Counseling	Caregiver Resource Center	Counseling, education, support groups for family	N/A	

		caregivers		
Caregiver Counseling	Alzheimer's Family Services Center	Individual, family and couples counseling for families of individuals with dementia	N/A	
Counseling	California Family Institute	Individual, couple and family counseling to children, adolescents and adults	N/A	
Counseling	Strength in Support	Individual, family, couples and group counseling to active military veterans and their families	N/A	
Counseling	South Orange County Family Resource Center	Brief individual, couples and family counseling	N/A	
Counseling	Connecting Bridges Together	LGBT counseling	N/A	
Counseling	Shanti OC	Individual, group, family counseling with focus on HIV	N/A	
Counseling	CHEC Family Resource Center	Short term individual, couples, family, child and adolescent counseling for low income people	N/A	
Counseling	Military One Source	Counseling to active duty members, National Guard and Reserve	N/A	
Counseling for Elderly	St. Jude Medical Center Senior Services	Late life depression support group and individual counseling	N/A	
Older Adult Counseling	OC Behavioral Health	Mental health recovery program for older adults who are homeless or at-risk	N/A	

Outpatient Substance Abuse Services	Mariposa Women and Family Center	Outpatient substance abuse treatment for men and women	N/A	
Outpatient Substance Abuse Services	California Hispanic Commission on Alcohol and Drug Abuse	Outpatient substance abuse treatment for Latino men and women	N/A	
Outpatient Detox Outpatient Substance Abuse	Orange County Health Care Agency	Structured outpatient drug and alcohol treatment	N/A	
Dual Diagnosis	VCC The Gary Center	Dual diagnosis drug and alcohol program including relapse prevention	N/A	
Intensive Outpatient Program	New Directions for Women Foundation	Outpatient substance abuse services for women, women with children and pregnant women	N/A	
Adolescent and Adult Intensive Outpatient	Crossroads Recovery Centers	Intensive drug and alcohol outpatient program for adolescents and adults	N/A	
Drug MediCal	Korean Community Services	Outpatient substance abuse program for MediCal members	N/A	
Detox	Western Pacific Medical Corporation	21 day outpatient methadone detox and maintenance program	N/A	
Adolescent Intensive Outpatient and Partial Hospitalization	UCI	Intensive Outpatient mental health services to adolescents	N/A	
ASPIRE –Intensive Outpatient Program	Hoag	Intensive Outpatient mental health services to adolescents	N/A	
Warmline	NAMI Orange County	Information and Referral	N/A	
Youth counseling	Boys Town California	Family and individual counseling and psych assessment for	N/A	

		at-risk children and youth		
Intensive Outpatient mental health	St. Joseph Hospital	IOP program	N/A	
Intensive Outpatient mental health	Mission Hospital Laguna Beach	IOP program		

## Healthier communities together, partnering with our communities

Upon review of your current community benefit programs or funding strategy, insert your ministries Community Benefit Programs that address mental health and substance use disorders

Name or Program	Organization	Scope of Initiative/Target Population	Outcomes (Anticipated)	Financial and In-kind support (Annual)	Numbers served
Hoag Mental Health Center	Hoag Hospital	Children –older adults with mild to moderate symptoms	Improvement in Mental Health Status	\$876,561	3,378
Hoag CB Grants Program	Hoag Hospital	Several Mental Health Grants provided to partner agencies	Improvement in Mental Health Status	\$690,000	
Hoag ASPIRE - IOP	Hoag Hospital	Teens with moderate to severe symptoms	Improvement in Mental Health Status	\$34,000	

## In partnership with advocacy, identify significant county or state policies or programs that impact mental health in our community

Name of Policy or Program	Level (County, State)	Description of Policy or Program	Ideal policy changes
Crisis Stabilization Units	County	Create three Crisis Stabilization Units in Orange County	Units funded by County
Additional mental health beds	County and State	Conversion of Fairview Development Center	Land given by State to County with Conditions
Decriminalizing mental health	County and State	Diversion programs that place people with mental health and substance use problems in treatment not jail	Diversion to treatment provided as alternative to jail; Appropriate sentencing guidelines
Multi-tier system of support	School District	Require and fund schools to implement mental health screening and comprehensive multi-tier system of support programs	Multi-tier system of support programs in all school districts
Recreational Marijuana Legislation	State, County and City	Monitor responsible local ordinances regarding new recreational marijuana initiative	Policies which do not show detrimental impact on population of new legislation
Alcohol and drug prevention laws	State, county, city	Identify opportunities to strengthen evidenced-based local, county and state ordinances that reduce alcohol and drug use	Policies which reduce use of alcohol and drugs in place

## Significant gaps that exist in our community:

Please list below

Gap	
Psychiatric inpatient beds (children, adults, older adults)	
Lack of cohesive service delivery system	
Alcohol and Chemical dependency support and treatment services for the low income or uninsured community	
Medical Detox beds for the low income or uninsured community	

Mental Health services for the LGBTQ community	
Older adult mental health services in the hospital and the community	
Veteran's mental health and substance use services	
Integration of primary medical care and mental health services especially with chronic disease	
County of Orange Behavioral Health Services only able to serve 31% of the population with severe and persistent mental illness	
Lack of services for pregnant women who are substance users	
Lack of comprehensive Multi-tier system of support school based programs in our region	
Mental Health services for the uninsured, immigrants and undocumented	
Mental health services for the homeless, especially in recuperative care and residential	
Lack of mental health professional workforce, especially to serve minority group and low income populations (includes psychiatry)	
Stigma of mental health particularly in ethnic communities	
Lack of focus on the social determinants to mental health – cohesive upstream approach	
Lack of model local and county ordinances to ensure that new marijuana legislation does not increase harm to population	
Lack of consistent local, county and state policies that reduce alcohol and drug use, especially among youth	
Alzheimer's and Dementia clinical services	
Dual diagnosis residential beds	
Housing for the mentally ill	



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Housing for the dually diagnosed

Spirituality and Mental Health points of synergy

Maternal Mental Health Services

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## Call to action

Our mission calls us to serve the most vulnerable people in our communities—the poor, the children, the aged and those suffering with mental illness and substance use disorders. We have a rich history of service and now it is our time to call together the communities in our ministries to decide how together, we will become the beacon of hope for those at risk of, and suffering with mental illness.

At Providence St. Joseph Health, we firmly believe that by working together, nothing is impossible. We look forward to starting a powerful conversation, working together collaboratively and forming lasting relationships with a community of mental health substance use and other stakeholders that can contribute to well-being, who will truly make a difference in peoples' lives.

This gap analysis will serve as a guide for our system wide mental health initiative and the beginning of a conversation with our national and community partners via the new Institute for Mental Health and Wellness, to improve the mental health and wellness of our communities.

The time is now. We must commit to a new vision of hope—one free of stigma that reconnects the mind, body and spirit in a new vision of whole person care. Across all our services, we will transform care so those seeking help for mental illness receive the right care regardless of where they present, without barriers of access, payment and ignorance.