

Spectrum Health
Grand Rapids Hospitals
Community Health Needs Assessment

2022-24 Implementation Strategy



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Executive Summary

In August 2021, Spectrum Health Grand Rapids adopted the Community Health Needs Assessment that identified the top community health needs in Kent County. The present report provides details on strategies Spectrum Health Grand Rapids will employ to address these community health needs between January 1, 2022, and December 31, 2024.

The significant health needs identified in the most recent Kent County Community Health Needs Assessment included mental health, economic security, access to care, and discrimination and racial inequity. Through stakeholder input, it was decided to address each of these needs in the present implementation strategy.

The process of identifying or developing strategies to address these needs was a collaborative effort between Spectrum Health Grand Rapids leaders and subject matter experts, and Spectrum Health Grand Rapids and Spectrum Health Helen DeVos Children's Hospital Community Board members.

Spectrum Health Grand Rapids will dedicate significant resources toward improving the health of our community with focus on mental health, economic security, access to care, and discrimination and racial inequity. By committing to the included strategies, strengthening community collaborations and focusing on measurable outcomes, we plan to show improvement in these areas by the end of 2024.



Introduction

Mission

The mission of Spectrum Health is to improve health, inspire hope and save lives. Spectrum Health is deeply committed to understanding the health needs of the communities we serve and collaborating to improve health for all residents, particularly those most in need.

Description of Hospital

Spectrum Health System, a not-for-profit, integrated health system, is committed to improving the health and wellness of our communities. We live our mission every day with 31,000 compassionate professionals, 4,600 medical staff experts, 3,300 committed volunteers and a health plan serving more than 1 million members. Our talented physicians and caregivers are privileged to offer a full continuum of care and wellness services to our communities through 14 hospitals, including Helen DeVos Children's Hospital, 150 ambulatory sites and telehealth offerings. We pursue health care solutions for today and tomorrow that diversify our offerings. Locally governed and based in Grand Rapids, Michigan, our health system provided \$550 million in community benefit in calendar year 2019. Thanks to the generosity of our communities, we received \$37 million in philanthropy to support research, academics, innovation and clinical care. Spectrum Health has been recognized as one of the nation's 15 Top Health Systems by Truven Health Analytics®, part of IBM Watson Health™.

Diversity, Equity and Inclusion

Spectrum Health has focused its diversity, equity and inclusion efforts in five areas: increasing the organization's cultural competency, supplier diversity, community engagement, equity of care and workforce diversity.

The anti-racism pledge commits to doing more, including:

- Conducting rigorous analyses of internal procedures, policies, practices and cultural norms of the organization
- Increasing team member knowledge and skill
- Ensuring that strategic priorities and associated tactics are regularly and systematically evaluated for their impact on health equity among patients, members and their communities
- Developing, implementing and rigorously evaluating data-informed strategies to ensure health equity among patients, members and the communities Spectrum Health serves

In addition, Spectrum Health has signed on with the American Hospital Association's #123forEquity Pledge, which can be found here: ifdhe.aha.org/123forequity, and is embracing its role as an Anchor Institution, which is explained at this link: healthcareanchor.network/.

To demonstrate this focus, considerations related to diversity, equity and inclusion are explicitly addressed for each strategy described in this document.

Internal Revenue Service Requirements

The Patient Protection and Affordable Care Act of 2010 set forth additional requirements that a hospital must meet to maintain its status as a 501(c)(3) Charitable Hospital Organization. One of the main requirements states that a hospital must conduct a Community Health Needs Assessment and must adopt an implementation strategy to meet the community health needs identified through the assessment. The law further states that the assessment must consider input from people who represent the broad interests of the community, including those with special knowledge of, or expertise in, public health. In response to the Affordable Care Act's requirements, Spectrum Health Grand Rapids produced a 2020 Community Health Needs Assessment and this document, the 2022 – 24 Implementation Strategy.

About this plan

Selection of Significant Needs

The health needs that arose as significant health needs from the Kent County Community Health Needs Assessment process were:

- Mental Health
- Economic Security
- Access to Care
- Discrimination and Racial Inequity

These significant health needs were reported to both the Spectrum Health Grand Rapids Community Board and the Helen DeVos Children's Hospital Community Boards in March 2021. In those meetings, members discussed the data from the Kent County Community Health Needs Assessment and deliberated on which significant needs they felt would be appropriate for Spectrum Health Grand Rapids to address. Both Community Boards made the recommendation for Spectrum Health Grand Rapids to address the four identified significant health needs.

Needs Addressed in Implementation Strategy





The significant health needs addressed in this document are the four significant health needs identified by the Kent County Community Health Needs Assessment:

- Mental Health
- Economic Security
- Access to Care
- Discrimination and Racial Inequity

The significant needs for Kent County are a mix of traditional health issues (mental health and access to care) and the social determinants of health (economic security and discrimination and racial inequity). Social determinants of health are factors that influence the physical and social environments that people live in and, consequently, influence their health behaviors and outcomes. Because social determinants of health lie upstream of traditional health issues when looking at the causes of health outcomes, they tend to be interrelated with each other

and with various health issues. For example, a delay in receiving necessary medical care can be related to not having enough primary care providers (associated with access to care), but it can also be due to not having health insurance (also associated with access to care). Since for most people, health insurance is tied to their employee benefit package, insurance status is associated with economic security as well as access to care. If a disproportionate number of persons in a traditionally marginalized group, e.g., transgender persons, are in jobs that do not offer health insurance in their employee benefit packages, that may indicate discriminatory practices in jobs that offer better compensation.

Spectrum Health recognizes that these significant health needs, particularly the social determinants of health needs, are not independent of each other. This was especially evident in the process of selecting and developing strategies that would address each significant health need. The table below was developed to highlight the intersectionality of strategies. Each strategy is displayed with icons denoting the significant health need(s) related to it. These icons use the following legend:

Significant Health Need	Icon
Mental Health	
Economic Security	
Access to Care	
Discrimination and Racial Inequity	

Needs Not Addressed in Implementation Strategy

No significant health need identified by the Kent County Community Health Needs Assessment process was left unaddressed.

Process for Developing the Implementation Strategy

A layered, collaborative approach was used to develop this implementation strategy. The Grand Rapids Implementation Strategy Workgroup was established to provide guidance and support to the several workgroups in developing the implementation strategy. After deciding which significant health needs to address, the workgroup identified Spectrum Health System decision makers to be included in the four significant health need workgroups. An open and ongoing invitation to Spectrum Health Grand Rapids and Helen DeVos Children's Hospital Community Board members was extended for involvement in any of the five workgroups.

During the course of development, the significant health need workgroups discussed: 1) the root causes; 2) vulnerable populations; and 3) strategies occurring within Spectrum Health as well as the community. This included brainstorming new strategies. With this information, strategies were prioritized for inclusion on the implementation strategy, and further developed and discussed with the workgroup.

Grand Rapids Implementation Strategy Workgroup



Mental Health Workgroup



Economic Security Workgroup



Access to Care Workgroup



Discrimination & Racial Inequity Workgroup

COVID-19

On January 9, 2020, the World Health Organization reported a pneumonia afflicting 54 individuals in Wuhan, China. The infections were traced to a new coronavirus, SARS-CoV-2, which quickly swept the globe in a deadly pandemic. A state of emergency was declared in Michigan on March 10, 2020, and by March 23 all residents were ordered to stay home and all nonessential businesses closed. The pandemic caused by the SARS-CoV-2 virus has resulted in widespread disruption of daily life, particularly for the most vulnerable individuals and families in communities across West Michigan. Many people are out of work or working from home. Schools are providing either onsite learning, virtual learning or a combination of the two. While it is unwise to attempt to calculate the full impact of the pandemic at this time, it is safe to assume that the effects will be felt for years to come.

The Spectrum Health System Command Center started planning for COVID-19 in January 2020, and opened 24 hours a day, seven days per week on March 3, 2020, to help our organization coordinate its response to the COVID-19 pandemic. We had no idea what was ahead but trusted in our talented team members, who demonstrated courage, compassion, curiosity and collaboration as they developed and executed the plans that would guide us, our patients, our partners and our communities through this health crisis.

Within the command center response structure, several teams responded by designing surge locations within the hospitals, supporting the increase in patients related to COVID-19 and allowing patients to stay close to home. Teams also designed several mass testing and vaccination locations to support the community in areas of need.

Through work within the command center teams, more than 6,800 patients have recovered from COVID-19 in our hospitals; 465,339 doses of the COVID-19 vaccine have been given through Spectrum Health's efforts; 945,405 COVID-19 tests have been resulted through Spectrum Health West Michigan; and 4,935,408 team member daily screenings have been completed as of June 2021.

Significant Health Needs Addressed

Mental Health

About the Significant Need

Mental health, as defined by the World Health Organization, is “a state of well-being in which every individual realizes their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community.” A person who is chronically lacking in mental health has a mental illness or disorder. Mental illness can result in severe distress for the person, and it impairs their ability to function and participate in society.

A variety of mental illnesses can occur. These include mood disorders (such as depression or bipolar disorder); anxiety disorders; personality disorders; psychotic disorders (such as schizophrenia); eating disorders; trauma-related disorders (such as post-traumatic stress disorder); and substance abuse disorders. Mental disorders can occur individually, or a person can suffer from several mental disorders at the same time. Mental illness often occurs without the person showing any physical symptoms, which causes communities to perceive mental illness as a personal moral failing and not an illness needing treatment. As mental health becomes more acceptable to discuss, the magnitude and consequences of poor mental health become more apparent. Untreated mental illnesses increase the risk of a person choosing unhealthy and/or unsafe behaviors (including substance abuse, violent/destructive behavior and intentional self-harm). Mental illness can also increase the risk of chronic physical health conditions, including diabetes, hypertension, stroke and heart disease. Mental health is influenced by genetics, experiences of trauma, stress, coping abilities and behaviors/habits.

In addition to these factors, systemic factors also contribute to mental illness. The complexity of the mental health system locks some patients out of the

system entirely. Those who can navigate the system often contend with an insufficient supply of providers to meet community demand. Certain groups identified in the Kent County 2020 Community Health Needs Assessment had an elevated risk of mental illness. The groups were young adults 18 – 24 years old; females; LGBTQIA+ persons; persons with at least one disability; non-Hispanic White persons; and persons in households with an income of less than \$50,000. The COVID-19 pandemic (particularly the associated isolation, risk of illness, disruption of normal routines and economic uncertainty) has had a negative impact on the mental health of some Kent County residents.

Goal

To promote and restore resilience among youth and young adult residents in Kent County by increasing behavioral health service opportunities in and out of the school setting.

Addressing the Need

Even before the COVID-19 pandemic, increased attention was being paid to mental health — particularly that of children and young adults. Between normal social pressures and changes in communication methods, children and young adults reported increases in anxiety and depression. This was made worse by the COVID-19 pandemic, which changed and destabilized many constants in the lives of youth and young adults. Almost overnight, the school environment pivoted from being in-person to virtual, with associated limitations. Interaction with friends and peer groups was cut back, and youth faced the same anxieties surrounding the pandemic that plague adults. During the Community Health Needs Assessment and prioritization process, the community and community stakeholders overwhelmingly expressed a desire for additional mental health support.

Although Spectrum Health has been increasing its mental health capacity, the pandemic encouraged us to see what services could be accelerated or expanded, particularly for youth and young adults who are still developing their sense of self. In response

to the needs expressed in the Kent County Community Health Needs Assessment, Spectrum Health is expanding some already successful school-based mental/behavioral health intervention services. Additionally, to capture youth and young adults not in school, Spectrum Health proposes to create a new behavioral health clinic specifically for them.

Mental Health Strategies

School Behavioral Health Telemedicine Clinics



Background

In the fall of 2020, Spectrum Health United Hospital opened the Behavioral Health School Telemedicine Clinic at Greenville High School. This clinic was developed due to the need for behavioral health services identified through the Community Health Needs Assessment.

Expansion of this program extended to three additional schools in Montcalm County and has now also reached Kent County. On April 12, 2021, two additional clinics were opened at the East Kentwood High School and the Freshman Center. Additional clinics are planned for Rockford High School, Wyoming High School and Sparta High School by September 2021.

The target population for this program is focused on the following:

- Adolescents over age 14
- Commercially and Medicaid insured students
- Students identified by school staff as needing behavioral health services for conditions such as depression, anxiety, mood disorders, suicidal ideation and personality disorder

Objectives

- Expansion of the program from five clinics to six clinics in Kent County prior to December 31, 2022.
- An average of 16 students receiving services monthly per site by the end of December 31, 2024.
- By December 31, 2024, 50% of students participating in the clinic will successfully complete therapy

programs as measured by a reduction of depression and/or anxiety symptoms, demonstrated by reducing patient health questionnaire/general anxiety disorder score by 5 points in a three-month duration of therapy.



School Behavioral Telemedicine Clinic

Collaborations

Current collaboration includes the school district where each clinic is stood up. To date these includes Montcalm Area Intermediate School District and Kent Intermediate School District.

In addition, Spectrum Health is partnering with Custer Furniture, which has committed to sponsoring all furniture needs going forward for Behavioral Health Telemedicine adolescent clinics in school settings across the system.

Resources

Spectrum Health is currently contributing personnel allocations for both the Licensed Master Social Worker and the support staff to run the school-based Behavioral Health Telemedicine clinics. In the Spectrum Health North East Market (United, Kelsey, Big Rapids and Reed City area), the regional foundations have sponsored funds to purchase equipment and the necessary supplies to manage the clinics. In Kent County, Spectrum Health is funding not only the personnel costs but all expenses for the clinics.

Strategy-Specific Diversity, Equity and Inclusion

This program opens access to students who would not otherwise have the resources to seek therapy or counseling services for behavioral health issues. Often the wait time for adolescent counseling services is many

weeks to months, which can create barriers for both the students and parents when services are located outside of the school. The clinics bill both private commercial and Medicaid insurance plans. Additionally, funds have been allocated to support those students who do not have insurance or are underinsured. Resources are provided to families/students to help them apply for Medicaid as well, thus eliminating barriers to behavioral health support services for the entire student population.

School Faculty Suicide Response Program



Background

Schools are clamoring for a comprehensive program to better meet the rising mental health needs of students, particularly around suicide. Spectrum Health has responded with the Spectrum Health's Zero Suicide School Based Program featuring the Suicide S.A.F.E.¹ Team Response: School Blue Envelope Program affectionately referred to as the School Blue Envelope. This program was modeled after Spectrum Health Medical Group's highly successful Blue Envelope program for patients served in ambulatory medical facilities. A foundational premise to this program recognizes that "Suicide Is Everyone's Responsibility," underscoring the universal training and collaboration among all team members.



School Blue Envelope Program

The School Blue Envelope Program consists of:

1. Offering two different trainings on a protocol aimed at identifying and properly handling situations in which a student or staff member has expressed suicidal ideation.

- a. Identifying target school districts — middle and high schools.
2. Training is universally offered to all staff and administration in the school.
 3. Leading four to five clinical review meetings each academic school year for the first three years.
 - a. The clinical reviews include all schools trained in the School Blue Envelope Program with the respective counties.
 - b. Data is collected for each School Blue Envelope event to identify trends of student demographics, interventions provided and social characteristics associated with suicidal ideation.
 - c. Participating schools collaborate to share best practices, engage teams, and identify and overcome barriers.
 4. Conducting annual condensed refresher courses to schools.

During the 2022 – 23, 2023 – 24 and 2024 – 25 academic years, Spectrum Health's School Blue Envelope program will be implemented in three school districts in Kent County, initially educating all middle and high school staff and administrations. By implementing the School Blue Envelope program, Spectrum Health, in collaboration with our community partners, can successfully increase knowledge of suicide prevention; improve confidence in the school staff when responding to students with suicide crises; reduce suicides in school-aged youth as students are identified and receive early interventions with S.A.F.E. steps; and adopt a common language among all school personnel to identify students at risk. By implementing the School Blue Envelope program, Spectrum Health, in collaboration with our community partners, can successfully increase knowledge of suicide prevention; improve confidence in the school staff when responding to students with suicide crises; reduce suicides in school-aged youth as students are identified and receive early interventions with S.A.F.E. steps; and adopt a common language among all school personnel to identify students at risk.

Objectives

- By December 31, 2024, Spectrum Health will expand to three Kent County school districts, providing the

¹ S.A.F.E. = S: Stay with the student, A: Access help, F: Feelings: validate them, E: Eliminate lethal risk

School Blue Envelope program to all middle and high schools within those three districts.

- By December 31, 2024, 85% of school staff and administration completing initial trainings will have knowledge about suicide prevention as indicated in participant responses to post-test.
- By December 31, 2024, 85% of school staff and administration, completing initial trainings, will strongly agree or agree that they have confidence on how to respond to students who express suicidal thoughts as indicated in participant responses to post-test.
- By December 31, 2024, 85% of school staff and administration completing initial trainings will have knowledge of the specific S.A.F.E. steps for keeping students safe, as indicated in participant responses to post-test.

Collaborations

Spectrum Health's effective School Blue Envelope program will be implemented in collaboration with school districts in Kent County. Additionally, we will consult with Kent School Services Network (KSSN), KSSN's mental health partners, the Kent County Suicide Prevention Coalition, Network 180 and other local mental health providers to expedite access to care and reinforce smooth transitions of care.

Resources

Spectrum Health will provide all trainings, training materials, video vignettes and data collection tools. Spectrum Health staff will implement this comprehensive program and provide ongoing consultative support for school teams by leading clinical reviews and data analysis for three years.

The following staff will be in-kind to support the program in Kent County:

- Clinical program manager (0.3 FTE): provides program oversight, leadership and strategic planning.
- Community program coordinator (0.25 FTE): Initiates community collaboration for resources and provides organizational support at trainings, including data and program materials.
- Clinical program specialist (0.3 FTE): trains on the Blue Envelope and leads clinical reviews.

Strategy-Specific Diversity, Equity and Inclusion

Spectrum Health led a community collaborative to provide input into the design of the School Blue Envelope program. Contributors were school staff and community partners who serve the vulnerable, including but not limited to local community mental health, hospital and emergency departments, and mental health/counseling agencies.

Spectrum Health will initially target middle school and high schools that are part of the Kent School Services Network, because they have pre-established mental health collaborative partnerships with schools that include resources to support schools and students. Spectrum Health will prioritize school districts with higher social determinants, suicide attempts and/or deaths, as identified by available state and local data. A regular clinical review process for participating schools is built into the program to encourage program fidelity, share best practices and evidence-based interventions, address challenges, remove barriers and adjust suicide prevention strategies according to identified needs and trends.

Transitional Age Youth Behavioral Health Clinic

Background

We plan to establish a transitional age youth behavioral health clinic for ages 16 to 25 offering psychiatry, psychological testing and psychotherapy for all behavioral health care needs, inclusive of substance use disorder. The clinic will work to bridge students from schools and colleges in our area to behavioral health services as well as help transition patients from pediatric care at Helen DeVos Children's Hospital to adult care. The clinic will be located at 35 Michigan, and is planned to go live in summer 2022.

Mental illness is a prominent issue across the country and has seen an increase in prevalence and severity over the last several years. Mental illness treatment among youth and young adults is especially important, as 50% of all mental illnesses begin by the age of 14 and 75% by the age of 24. Within our own Spectrum Health Medical Group Psychiatry and Behavioral Medicine office, 22.9%

of referrals in the last year were for transitional aged youth (15 – 24). Additionally, there is a direct and linear relationship between the number of adverse childhood experiences one experiences and negative outcomes later in life – even to the point of death by suicide.

Not only is the need for mental health professionals increasing, but the accessibility of mental health services is still a significant issue for many areas, including many of our West Michigan communities. A study in December 2018 to review access to behavioral health care in Michigan showed that Newaygo and Oceana counties had no psychiatrists and Lake County had neither psychologists nor psychiatrists. Oceana, Lake and Allegan counties have extremely limited access to mental health services, with a population of greater than 1,000 per behavioral health provider. This means they are among the 15 Lower Peninsula counties with the fewest behavioral health providers based on population. Substance use disorder treatment facilities are also scarce and in increasing demand. Reports show that substance use disorder prevalence in Michigan is highest among men and women ages 18 to 24, with 86% to 89% not receiving treatment. Newaygo, Montcalm, Barry and Allegan counties have especially low access to substance use disorder treatment facilities, with populations of greater than 40,000 per facility.

To track the program's overall goal of expanding behavioral health access, we will monitor priorities identified by the Community Health Needs Assessment to determine whether access to behavioral health has been improved.

Objectives

- Serve at least 6,000 patients at the end of the first year of clinic operation by June 30, 2023.
- By December 31, 2022, reduce psychiatry wait times for pediatrics by 50% from a baseline of eight months.
- Attain 80% compliance with screening tools Patient Health Questionnaire-9 and General Anxiety Disorder-7 at initiation and completion of treatment by July 31, 2023.

Collaborations

The Transitional Age Youth Behavioral Health Clinic has the following collaborations:

- TalkSooner – provide substance use prevention resources to clinic population.
- Community colleges and universities – will connect applicable students to Transitional Age Youth Behavioral Health Clinic.
- Community providers who refer patients to the clinic.
- High schools that identify additional behavioral health needs for students.

Resources

Spectrum Health is committing personnel to staff the clinic, facility space and leadership time, as well as all supplies and support services.

Strategy-Specific Diversity, Equity and Inclusion

Individuals with lower socioeconomic status tend to experience suicidal behavior at a higher-than-average rate. Of the total 512 potential partner schools for the proposed School Blue Envelope program expansion, 205 (or 40%) qualify for Title 1 funding from the U.S. Department of Education. Title 1 funding is intended for schools in which children from low-income families make up at least 40% of enrollment.

The 2019 United States Youth Risk Behavior Survey data highlight considerable differences in suicidal ideation, plans, attempts, and attempts requiring medical treatment. Consistent with previous research, are the study findings regarding sexual orientation and gender identity of sexual contacts. Estimated prevalence of suicidal ideation, suicide plans, suicide attempts, and suicide attempts requiring medical treatment were highest among youths who identified as lesbian, gay, or bisexual. Data from the School Blue Envelope program pilot project has revealed that at least 9% of documented Blue Envelope incidents occurred with students who identify as members of the LGBTQ+ student population.

Economic Security

About the Significant Need

Economic security refers to the ability of individuals and or households to cover their essential needs sustainably and with dignity. The ability of a household to cover its essential needs is not just a function of income. The household's accumulated wealth, the rising cost of essential needs and household emergencies can contribute to economic instability. Factors outside the household can also impact economic security. Limited availability of jobs that pay a livable wage; reduced economic opportunity experienced by marginalized groups; disinvestment in low-income neighborhoods; and rising housing costs due to gentrification all influence economic security. A variety of groups identified in the 2020 Kent County Community Health Needs Assessment were disproportionately affected by economic insecurity. They included persons of color, women, people who are not proficient in English, people with disabilities, those in unstable housing and the undocumented.

Goal

To create opportunities for all people to live and work in Kent County with dignity and achieve their full potential.

Addressing the Need

Economic security is not a traditional area for a hospital to be involved in, but to omit this topic from the Spectrum Health Grand Rapids implementation strategy would downplay Spectrum Health's role as a vital community asset in Kent County and all counties where we have a presence. In Kent County, Spectrum Health employs approximately 12,000 people in our facilities. In addition, we have many contracts with businesses that supply us with goods and services that enable us to provide high-quality health care.

While reviewing Spectrum Health's role in the local economy, we crafted strategies based on our roles as a service provider, an employer and a customer in the community. As a health care service provider, we understand that high medical cost can be destabilizing to families with limited resources. We propose to expand the number of locations in which we offer financial services and support. We also want to engage vulnerable residents before they experience a financial difficulty. We anticipate that by assisting Kent County residents in developing the skills needed to be financially resilient, we could prevent some families from experiencing a financial crisis. Additionally, for our own patients, we developed strategies to expand our financial assistance program. This program helps some of our most vulnerable clients in immediate need to prevent eviction and the shutoff of critical utilities.

As an employer of a large and diverse workforce, we believe that we may have underutilized talent on our own team. Some members of the Spectrum Health team — those in hospitality and environmental services — speak English as a second language. Although they are literate in English, they may not have the language mastery necessary to move up to higher-paying positions in ours or any other organization. Consequently, we created a strategy aimed at developing the talent we already have by offering our English language learners opportunities to improve their mastery of English during worktime.

Lastly, Spectrum Health is a large consumer of goods and services in the county. We rely on a network of other businesses to help us serve the community, but that network does not look like the diverse community we serve. To respond to this issue, we developed a strategy that would diversify our vendor network to include more women- and minority-owned businesses.

Economic Security Strategies

Affordable Housing



Background

Access to safe and affordable housing is a critical factor in the health of individuals and families. In Kent County, adults with lower household incomes are likely to report poor physical and mental health, frequent stress, low access to health care, tobacco use, physical inactivity and higher rates of chronic disease such as asthma, diabetes and other cardiovascular disease compared to those with higher incomes. Housing insecurity and homelessness also adversely impact medical treatment adherence, especially among persons with multiple or complex chronic conditions.

Homeownership opportunities for low- and moderate-income households are shrinking in Kent County, specifically in the City of Grand Rapids. The average house price in the city is \$263,000, which would mean a household would need to earn at least \$80,000 annually to afford a home.

Spectrum Health Healthier Communities proposes to address the problem of housing affordability among low-income households in which at least one member has an uncontrolled chronic disease. It will be achieved through investment in collaborations with community organizations with a strong record of services to vulnerable populations around housing affordability and home ownership and against housing displacement of lower-income individuals in the county for the years 2022 – 24.



Affordable Housing

Image courtesy of the Dwelling Place

Objectives

- By December 31, 2024, Spectrum Health Healthier Communities will contract with at least one affordable housing developing organization to increase housing affordability and home ownership for low- or moderate-income families in Kent County.
- By December 31, 2024, Spectrum Health Healthier Communities will contract with at least one affordable housing organization to support low-income residents in Kent County with a history of uncontrolled diabetes and to address their social determinant of health needs.

Collaborations

Spectrum Health Healthier Communities is currently collaborating with Community Rebuilders and the Dwelling Place Community Land Trust.

Resources

Spectrum Health Healthier Communities will contribute funding to organizations with a strong record in the community doing work to address the above objective. Spectrum Health will create collaboration in the forms of full-time equivalent positions from our internal programs that dedicate resources for the three-year period to support these partnerships by offering needed wraparound services to the targeted populations.

Strategy-Specific Diversity, Equity and Inclusion

Spectrum Health Healthier Communities will take the following steps to ensure equity throughout the process by:

- Engaging with partner organizations with established Diversity, Equity and Inclusion statements and plans.
- Ensuring that engaged partners have laid out plans that are responsive to local fair housing legislation while prioritizing population segments with the highest needs.

Client Assistance Fund



Background

In 2019, the Client Assistance Fund was established as a funding source to help households or individuals overcome financial barriers that prevent self-sufficiency.

This fund is managed by TrueNorth Community Services and funded by Spectrum Health Healthier Communities through external grants and internal funds.

Client Assistance Fund utilization is exclusively for Spectrum Health Healthier Communities program participants in Kent and Montcalm County who are experiencing financial barriers to self-sufficiency. Healthier Communities program staff identify and refer clients to a TrueNorth advisor who aids in resource navigation. Through this partnership, Spectrum Health Healthier Communities clients gain access to resources that enable them to achieve long-term self-sufficiency.

Objectives

- Spectrum Health Healthier Communities will secure \$60,000 to support the Client Assistance Fund through fundraising and grant efforts by December 31, 2024.
- By December 31, 2024, Spectrum Health Healthier Communities will explore two opportunities to expand the Client Assistance Fund beyond Spectrum Health Healthier Communities Clients only to include additional Spectrum Health patients.

Collaborations

TrueNorth Community Services.

Resources

Spectrum Health is committing 0.25 full time equivalent (FTE) personnel resources to support the program and fundraising efforts. Spectrum Health will also commit financial resources to TrueNorth to support the Client Assistance Fund.

Strategy-Specific Diversity, Equity and Inclusion

Spectrum Health Healthier Communities is an entity dedicated to helping underserved individuals improve their health through programming focused on infant mortality, chronic disease and economic security outcomes in the West Michigan community.

The vast majority of people we serve are low-income and people of color. Our priority is to maintain a strong community health infrastructure with these individuals to support their health needs through their crisis. We have developed standard work to create virtual connections with the most vulnerable in the community.

TrueNorth Community Services provides services in English and Spanish, with translation services available in clients' preferred languages.

Financial Services / Support Outreach



Background

Spectrum Health currently provides financial counseling services at four locations in Kent County and one location in Ottawa County, as well as in our hospital facilities. Our primary focus in the present strategy will be to provide financial counseling services that will help residents answer questions about billing; provide support with financial assistance applications; assist with completing the application for insurance coverage through the health exchange and/or Medicaid; provide cost estimates for health care services; establish payment plans where needed; and assist with payment resolution, signing up for pharmaceutical reimbursement programs and applying for grants and/or other funding sources available for certain diagnosis, prominently observed with cancer treatments.

Spectrum Health currently provides financial outreach and counseling services at the following locations:

1. Spectrum Health hospital locations
2. Spectrum Health Healthier Communities: Monday/Wednesday (onsite 2x/week)
3. Exalta: Tuesday/Thursday (2x/week) (www.exaltahealth.org)
4. Cherry Health: Referrals for the underserved, supported remotely (www.cherryhealth.org)
5. St. Catherine's Care Clinic: Wednesday (1x/week) (catherineshc.org)
6. Holland Community Health Center: Monday – Friday (financial counseling supporting remotely) (hollandcommunityhealthcenter.org)

This strategy is intended to evaluate our existing outreach efforts and determine if there are additional opportunities to educate our community around available financial resource options. Additionally, this includes opportunities to assist community members with enrollment for insurance coverage that they may

qualify for, to promote financial security before they need health care services. The target population are the residents of Kent and Ottawa County. The Spectrum Health Patient Access Services team will continue to implement this strategy with support from our Healthier Communities partners. Our goal is to provide financial acumen, support services and security to our residents in need of health care services now and into the future.

Objectives

- By December 31, 2022, Spectrum Health Patient Access Services will implement, standardize and refine the data capturing process to track connection to our community. This data will be analyzed to identify patterns and trends, enabling us to tailor our support to our community.
- By December 31, 2024, Spectrum Health Patient Access Services will increase the number of lives touched in our financial outreach efforts from 351 to 1,000 or more (which equates to a 65% increase)².

Collaborations

Evaluate and leverage the existing collaboration in the locations where we are currently providing financial counseling services. These existing collaborations include Exalta, Cherry Health, St. Catherine's Health Center and Holland Community Health Center. Work with community members from our Grand Rapids Community Board to identify additional opportunities to make further connections in supporting this work.

Resources

Spectrum Health plans to continue to contribute 75% of two full-time employees' work time to support this effort, along with the financial resources deemed necessary to support this strategy.

Strategy-Specific Diversity, Equity and Inclusion

Current financial counseling services are strategically conducted throughout Kent and Ottawa Counties with the intention of ensuring that every demographic and neighborhood has access to these financial outreach efforts. Through connections with other diverse

community boards, we plan to follow their direction in making connections with other community groups with the goal to partner and leverage their influence in the community to touch more lives. Through our financial outreach efforts, we plan to help alleviate the financial burden to individuals and families by connecting them with resources that are available.

English Proficiency Workforce Development Program



Background

Spectrum Health Grand Rapids and the Literacy Center of West Michigan are partnering to provide English language learning training to current team members to enhance their current skills in English proficiency and their specified work areas. The Literacy Center of West Michigan will serve as the community partner tasked with administering the training while Spectrum Health serves as the support for curriculum development.

The intended outcome is to provide English proficiency training during the workday to ensure that team members have an accessible opportunity to enhance their skills while earning income with the potential for increased wages in the future, and addressing the gap in economic disparities. This 15-week pilot program began in June 2021, focusing on current Environmental and Nutrition Services team members. To provide similar opportunities for the community, a community option is being developed for new hires entering the organization.

According to the Michigan League for Public Policy, "44% [of limited-English adults] do not have the equivalent of a high school diploma" in the state³. This can significantly limit opportunity to earn a living wage. There is strong evidence that adult literacy efforts have a direct impact on earning potential. Data from the Longitudinal Study of Adult Learning showed that participants in adult literacy programs achieved mean income gains of 53% over a 10-year period as compared

² By December 31, 2024, increase the number of lives touched in our financial outreach efforts by 65% in Kent County as compared to calendar year 2019. The baseline for this measurement is estimating that by the end of 2021, we will have touched 351 lives in Kent County through our financial outreach efforts.

³ Willing to Work and Ready to Learn: More Adult Education Would Strengthen Michigan's Economy, 2019." MLPP, 21 Mar. 2019, mlpp.org/willing-to-work-and-ready-to-learn-more-adult-education-would-strengthen-michigans-economy-2019/.

to an income drop of 2% for nonparticipants. For individuals who received 100 hours or more of active instruction, the study shows that they averaged \$10,000 more in annual income ⁴.

Objectives

- By December 31, 2024, participants in the English Proficiency Workforce Development Program will have no more than a 10% attrition rate, related to their employment at Spectrum Health, within the program. (Note: no baseline, as this is a pilot program.)
- By December 31, 2024, 73% of participants in the English Proficiency Workforce Development Program will have a significant gain in reading and/or listening comprehension. (Significant gain is defined as +5 points at lower levels and +3 points at higher levels.)
- By June 30, 2024, participants in the English Proficiency Workforce Development Program will have a 15% decrease in turnover within the following three months when compared to similar employees not going through the program.

Collaborations

To operationalize and sustain this strategy, Spectrum Health will partner with the Literacy Center of West Michigan.

Resources

Spectrum Health will contribute financial and personnel resources to support this strategy. Direct and indirect financial resources will support the planning, employee program cost and wages. Personnel resources include dedicated Spectrum Health Talent Acquisition team members to manage relationships with the Literacy Center of West Michigan, conduct program data evaluation and coordinate the program.

Strategy-Specific Diversity, Equity and Inclusion

The initial pilot will likely benefit the Latinx and Bosnian communities as the two largest groups that speak a native language other than English in our system. For this phase we will be offering the classes during second shift for ease of employees completing their shift, then transitioning into class without having to go home or have an extended period in between. This will likely

provide advantage to those who do not have a second or third job as well, who are often our most socioeconomically disadvantaged staff members.

Additionally, our target audience of those who have lower English proficiency do face additional inequities in terms of access to opportunities and biases they experience from others. This may also compound with their racial/ethnic marginalization or socioeconomic status.

We seek to address any additional barriers by having either in-person or virtual classes and providing employees with both the space and technology (laptop, Zoom link, headset) to successfully complete the course. Currently Spectrum Health leadership is evaluating the format (virtual or in-person) based on statewide COVID-19 restriction changes. By offering the course during work hours and compensating employees for it as they normally would be paid, we can mitigate the lost wages that would otherwise result from taking time off work to attend a class and paying tuition for it.

We are currently still developing the logistics of this program and are consistently engaging with supervisors who work in hospitality in the planning. As this is a pilot, we look to fold in feedback and voices of the participants in the community cohort externally.

Supply Chain Diversity

Background

In 2019, Spectrum Health joined the Healthcare Anchor Network, which focuses on leveraging all assets of an institution to improve the economic health of the communities we serve. Spectrum Health Supply Chain Services signed on to the Healthcare Anchor Network Impact Purchasing Commitment in 2021, focusing on local, diverse and sustainable purchasing practices. Supplier diversity was included in Spectrum Health's anti-racism pledge to leverage our resources as an Anchor Institution to address racism as a public health crisis. Our commitment includes doubling our 2020 spend with women- and minority-owned businesses by 2025.

⁴ The Case for Investment in Adult Basic Education." ProLiteracy, proliteracy.org/Blogs/Article/196/The-Case-for-Investment-in-Adult-Basic-Educationspectrumhealth.sharepoint.com/sites/Home/SitePages/Home?wa=wsignin1.0. Accessed June 2, 2021.

Spectrum Health defines diverse suppliers as businesses at least 51% owned, managed and operated by women or protected minorities: African Americans/Black*, Native American*, Asians*, individuals with disabilities, Latinos*, LGBTQIA (Lesbian, Gay, Bisexual, Transgender, Queer and/or Questioning, Intersex and Asexual), Pacific Islanders/Native Hawaiian* or veterans (an asterisk identifies a minority-owned business).

To meet the 2025 goals, Supply Chain Services is currently focusing on developing the infrastructure to support our supplier diversity program. This includes development of a supplier diversity policy and sourcing playbook. The outcome of these activities should be a measurable shift in spend toward third-party certified women- and minority-owned business enterprises.

Objectives

- By December 31, 2024, Supply Chain Services will enact a policy requiring the annual or bi-annual collection of supplier demographic information from vendors we directly interact with (also called tier one vendors) about their supply networks.
- By December 31, 2024, Supply Chain Services will develop and socialize an “Impact Sourcing Playbook” in an effort to further educate sourcing employees as to the tools and resources available to further promote and grow Spectrum Health’s supplier diversity program.
- By July 31, 2024, by working collaboratively with Workday, Supply Chain Services will establish robust supplier diversity spend reporting, allowing the system to track year-to-date diverse spend at any time.
- Annual goals will be developed through December 31, 2024, related to the inclusion of women- and minority-owned businesses in Spectrum Health’s supplier network.

Collaborations

To achieve this goal, we will continue to collaborate with entrepreneurial support organizations that exist locally and statewide. This includes the Michigan Supplier Development Council, Great Lakes Women’s Business Council and various local Chamber of Commerce and entrepreneurial support organizations. Within Spectrum

Health, we will continue to engage with stakeholders that make purchasing decisions, sourcing team members and leadership to support this endeavor.

Resources

In order to support our organizational goal, Spectrum Health has one full-time equivalent position focused on the organization’s sustainability goals, which is inclusive of our supplier diversity efforts. We have developed an Impact Sourcing Governance Committee with designated sourcing specialists and a representative from the Diversity, Equity and Inclusion department to develop the program framework and structure.

Spectrum Health pays membership dues to the Healthcare Anchor Network, Michigan Minority Supplier Development Council and Great Lakes Women’s Business Council to support the advancement of this work. We periodically sponsor conferences and events. Additional efforts occur outside of the supply chain to support the advancement of diverse suppliers.

Strategy-Specific Diversity, Equity and Inclusion

The racial wealth gap has been outlined in a variety of resources that have been leveraged to inform our priorities. In the past, Grand Rapids has made national headlines for the economic disparities of Black and African American communities, and the City Health Dashboard provides clear visuals of this disparity. Our focus and effort are aligned with other departments throughout Spectrum Health that aim to improve the economic health of the communities that have not historically had access to financial resources.

Access to Care

About the Significant Need

Access to care is more than just health insurance. A constellation of factors determine whether Kent County residents can get appropriate care when they need it. These factors include affordability of co-payments and deductibles, provider office hours, transportation and health literacy, to name a few. In Kent County, persons of color, particularly Black and Hispanic persons, and those employed in low wage jobs are more likely to be uninsured. The consequence of these barriers is delaying, rationing and choosing other essential needs (i.e., housing, utilities and food) over their health care needs.

The long-term consequences of a lack of access to care include complex medical conditions, comorbidities, premature disability or poor quality of life. In addition to these, factors within the health care system itself contribute to the lack of access to care. The complexity of the health care system, the complexity of the health insurance system, provider shortages, the accessibility of health care facilities and fragmentation within the health care system all contribute to a lack of access.

The COVID-19 pandemic exacerbated technological barriers to health care. Persons without the technological means (either because of lack of high-speed internet access or equipment) or knowledge and skills to utilize their technological resources found themselves excluded from virtual health care opportunities.

Goal

To offer compassionate, local and equitable care in Kent County.

Addressing the Need

Improving access to care means removing barriers so that we are available to patients when, where and how they choose to seek care. For many people in Kent County, this involves convenient and local care,

with providers who are culturally competent (i.e., they understand the lived experience of their patients) and can offer advice and care with that shared understanding in mind. To that effect, Spectrum Health continues to look for opportunities to have a physical presence in areas of high need. In addition to this, Spectrum Health continues to enhance its activities to recruit and retain a diverse workforce from the communities we serve. We believe that the more we are attuned to the communities around us, the more enriched our relationships — from one-on-one patient/provider relationships to interorganizational relationships — will be.

Access to care is more than the locations of our physical facilities and the diversity of our workforce. Virtual technologies have matured enough so that more people can receive their care wherever they are. Prior to the COVID-19 pandemic, Spectrum Health was expanding our virtual service offerings. If a positive spin could be put on Spectrum Health's experience with the COVID-19 pandemic, it is that COVID-19 pushed us to speed up the provision of virtual services and provided many learning opportunities for us to identify gaps in our virtual services plans and activities. Knowing those gaps, we can begin to create solutions that will make our virtual service delivery better.

Access to Care Strategies



Background

In the past, Grand Rapids ZIP code 49507 has not received the attention, support and development it needs to flourish as a collection of neighborhoods in the city's urban core. Building capacity in the neighborhood and improving the dweller experience are vital to our city's success. Spectrum Health is working in partnership with AmplifyGR and other community stakeholders to advance a mutual interest for better health outcomes.

The Boston Square neighborhood in Grand Rapids has significant health disparities compared to surrounding neighborhoods, leading to poor health outcomes and an increase in high-acuity health care costs. We believe these trends are correctable with partnership and collaboration.

This strategy is still in ideation phase in partnership with AmplifyGR, Rockford Construction and other community partners. We are planning to create a primary care practice and associated wellness offerings in Boston Square.

Through authentic connection, trailblazing creation and collaboration, we can amplify lived experiences by designing a community where neighbors can thrive and not just survive. Our plan "for the neighborhood, by the neighborhood" blends environmental, economic and social equity goals to promote health, vitality and sustainability in one of our city's most disregarded and dynamic neighborhoods.

We hope that neighbors and partners will embrace collaboration to become a welcoming, green, walkable, safe, healthy community where people of all types can live, work, play and learn without judgment based on race, income level, sexual orientation, religion, gender identity, ability or education.

Planning objectives for calendar year 2021 included: 1) finalizing the clinical model for primary care presence; and 2) finalizing space planning efforts in collaboration with AmplifyGR, Rockford Construction, Early Neighborhood Learning Center and other partners.

Objectives

- Establish Priority Health product for this population by December 31, 2023.
- Open Boston Square primary care office by December 31, 2024.

Collaborations

Key collaborators in this work include AmplifyGR, Rockford Construction, Early Learning Neighborhood Collaborative and other community partners.

Resources

We are currently in the planning phase of this strategy and are still working through details of what the practice will look like. Currently, the vice president of Advanced Practice Providers Services, Occupational Health, Virtual Health and Employer Health, department chief of Primary Care and Virtual Health, and Principal Strategic Partnerships are representing Spectrum Health in planning efforts.

Strategy-Specific Diversity, Equity and Inclusion

Developed under the leadership of AmplifyGR to serve one of the most racially and ethnically diverse neighborhoods in West Michigan, the Boston Square Together goals derive from the desire to authentically engage and empower the community through collective design. Our objectives were to expand neighborhood voice, develop mutual understanding and create a vision for the future that honors and uplifts resident priorities.

Neighbors have consistently said they want a Health and Wellness center that offers primary or clinical care, educational programming and multigenerational gathering spaces for wellness classes and recreation. We will continue to work in partnership with neighbors and institutional partners to strengthen neighborhoods through mixed-income housing, cradle-to-career

education, health and wellness, and economic mobility. These include the following: AmplifyGR, Rockford Development, Brinshore Development, IFF, Early Learning Neighborhood Collaborative, Grand Rapids Housing Commission, City of Grand Rapids, Oakdale Neighbors, Boston Square Neighborhood Association, Spring GR and Purpose Built Communities.

Virtual Health Care Access with Spectrum Health OnDemand



Background

Launched in 2015, Spectrum Health OnDemand provides convenient access to quality care virtually, anywhere within the state of Michigan. This service focuses on equipping our community members with the ability to avoid high-cost urgent care and emergency room visits when appropriate, saving time and out-of-pocket cost. Spectrum Health aims to design and deliver personalized virtual care with local trusted providers on patients' terms without the commute and long wait.

Spectrum Health OnDemand provides access to virtual urgent care services to our communities:

- 24 hours a day, 365 days a year.
- Never exceeds \$45, often covered at no cost by insurance.
- Available to anyone physically in the State of Michigan.
- Access to care within minutes.
- Available to new and established patients, with or without insurance.



Virtual Health On Demand. TytoCare

Accessed from the Spectrum Health app via smartphone, tablet or computer, and staffed by Spectrum Health Medical Group advanced practice providers (APPs) and medical assistants, SH OnDemand is committed to providing convenient, affordable and equitable access to care virtually.

While Spectrum Health aims to provide equitable access, we continue to experience a digital divide throughout Kent County with individuals lacking access to reliable connectivity, smartphone/laptop/computer, support with digital literacy and multilingual options. These gaps contribute to inequities in the way virtual care can be delivered and accessed.

One of the most recent enhancements to our virtual offering, TytoCare Exam Kit, is an example of this. The tools TytoCare Exam Kit brings to the table are nothing short of amazing. A parent with this device on hand could have one of our virtual Urgent Care providers seeing the inside of their child's eardrum in a matter of minutes and providing optimum quality care and convenience. Unfortunately, retail price for this kit currently sits at \$300, putting it outside the range of many of the families we serve.

If we were able to provide TytoCare exam kits to our most vulnerable families at no cost, they would have access to providers within minutes for low-acuity primary care services. They would also be able to use this device when seeing their primary care provider for a scheduled visit, relieving the need to secure transportation or childcare in order to travel into the office.

Spectrum Health OnDemand aims to continue providing virtual video access within 10 minutes for low-acuity needs at a low cost. This service enables Spectrum Health to remain competitive and provide our communities with high-quality care made simple, affordable and exceptional. OnDemand aims to increase virtual access to care while decreasing avoidable urgent care and emergency room visits, promoting a virtual first approach.

Objectives

- Increase Spectrum Health OnDemand Patient Satisfaction Scores from 83% to 88% by December 31, 2022.
- Distribute up to 1,000 TytoCare Exam Kits equitably across our Kent County market by December 31, 2023.
- Expand Spectrum Health Tech Squad access with additional locations and telephone support to provide concierge support for patients with limited digital literacy within Kent County's most vulnerable neighborhoods by December 31, 2024.

Collaborations

As a direct-to-consumer service, collaborations throughout our community are critical to bringing awareness to the service and driving virtual engagement. Key collaborations, especially with Connected Nation Michigan, will help patients with local, affordable access to broadband connectivity. Epic is also a key partner in exploring and developing new technology capabilities to improve patients' virtual and digital experiences.

Resources

Spectrum Health is currently contributing staffing, technology platform, marketing and operational/clinical oversight of this service. Spectrum Health may contribute additional resources as necessary.

Strategy-Specific Diversity, Equity and Inclusion

Digital inequities exist across the country and throughout the communities Spectrum Health serves. Access to smartphones, laptops, broadband connectivity and digital literacy are gaps that we encounter as we promote lower-cost access through primarily virtual means. Additionally, limited language translations are currently available within the Spectrum Health app to enable self-service technology for populations that are not primarily English speaking.

Efforts are underway to aid in minimizing inequities and closing the digital divide:

- Access to additional MyChart language options is underway, beginning with Spanish.
- The Spectrum Health Tech Squad provides patient support for mobile devices, apps and available connectivity hot spots.
- The Modern Day House Calls pilot brings care and support physically to the patient's home when virtual is not an option.
- We're offering free TytoCare Exam Kits to underserved and vulnerable populations through their established primary care provider(s).
- Partnership with AmplifyGR.

Discrimination and Racial Inequity

About the Significant Need

Ideas about how different groups are or act, and the systems built up because of those ideas, featured prominently in the 2020 Kent County Community Health Needs Assessment. When people are treated differently because of a noticeable characteristic, they are being discriminated against. Examples of discrimination include:

- Racism (the belief, attitudes and actions that race determines human traits and capabilities and that the White race is superior to other races).
- Sexism (the belief, attitudes and actions that sex determines human traits and capabilities and that males are superior to females).
- Ableism (the belief, attitudes and actions that a person's disability determines their traits and capabilities and that able-bodied persons are superior to persons with disabilities).
- Homophobia/transphobia (the belief, attitudes and actions that a person's gender or sexuality are critical in determining their characteristics and actions and that straight cisgender people are superior to LGBTQIA+ people).
- Xenophobia (the belief, attitudes and actions that a person's nationality, real or perceived, determines their traits and capabilities and that persons from one's own country are superior to foreigners or those who look like foreigners).

Specifically highlighted in the Kent County Community Health Needs Assessment is racism. Racism and other types of discrimination are complex and operate on multiple levels:

- Racism between individuals is interpersonal racism.
- Another level of racism is when racism takes the form of organizational policies and practices. This is institutional racism.

- When societal representations, messages and stories (i.e., advertisements, ideas of what is beautiful, music, the portrayal of some groups as criminal) show whiteness to be the standard by which all other groups are evaluated, racism becomes cultural.

When taken all together, all these types of racism — interpersonal, institutional and cultural — form a system of racism that is self-perpetuating. The consequences of racism and other forms of discrimination are inequities (differences in a variety of health and social outcomes that cannot be attributed to any other reason) in health and other factors of life.

For example, the infant death rates among non-Hispanic Black infants are more than twice those of non-Hispanic White infants in Kent County. In studies that account for a variety of factors (including insurance, maternal age, maternal education, maternal health status, paternal education, delivery hospital), a difference in the infant death rate persists. If, after accounting for all readily measurable characteristics, an inequity is still present, then we can conclude the difference in the outcome is attributable to factor(s) that are not easily captured in current data systems or measures.

Inequities can have both individual and collective consequences. The individual consequences include near-constant psychosocial stress, mistrust, reduction of opportunities in employment and education, hypervigilance and reduced economic mobility. Even the anticipation of discrimination is sufficient to cause a stress response. Collective consequences include reduced opportunity, low community cohesion, and inequitable distribution of the risks and benefits of society. Since the problem of discrimination and racial inequity has both individual and collective consequences, individual and collective action are needed in its remedy.

Goal

Our diversity is our strength. Spectrum Health will revolutionize healthcare by creating a culture where

staff can be their authentic selves and offer patients care that respects their authentic selves.

Addressing the Need

Demonstrating that our diversity is our strength in order to revolutionize health care is both ambitious and timely. The year 2020 brought into sharp focus just how much work is left to be done despite the advances of the modern era. In 2020 a global coronavirus pandemic emerged and exacerbated already prevalent disparities among the poor and communities of color. Incidents with police brought to the forefront continued differences in treatment of persons of color by law enforcement.

These incidents led to social unrest and inflamed tensions between the police and persons of color. These forces impacted Spectrum Health at every level and offered an opportunity for the organization to reflect on our organizational role in dismantling a system that supports and encourages particular forms of inequity, especially racial-ethnic inequity. To dismantle this system, strategies were selected to prepare our organization to have more equitable and authentic engagement with members of diverse communities, and create opportunities for authentic and equitable engagement of organizations for people of color.

Discrimination and Racial Inequity Strategies

#123 for Equity Pledge

Background

Spectrum Health seeks to advance the health and well-being of all individuals and communities. Health equity is at the core of our vision to ensure that all individuals and communities can reach their highest potential for health. These are necessary actions for us in helping to improve health and save lives. A review of two samples of data entered in Epic for race, ethnicity and preferred language fields did not match patient self-reported information. The largest disparity was observed in the records for patients of color. In those

records, approximately half had information in the race, ethnicity and preferred language fields that did not match patient self-reported information.

In August 2017, Spectrum Health Chief Executive Officer Tina Freese Decker signed the #123 for Equity Pledge, a nationwide health care campaign committed to eliminating health disparities. As part of that campaign, Spectrum Health committed to:

- Increasing the collection and use of race, ethnicity, language preference and other socio-demographic data.
- Increasing cultural competency training.
- Increasing diversity in leadership and governance.
- Improve and strengthen community partnerships.

Objectives

- By December 31, 2024, 11,936 team members of Spectrum Health Grand Rapids will have completed CQ Your Bias training.
- By December 31, 2023, Spectrum Health Grand Rapids will increase their 360° Cultural Organizational Assessment within the area of Policy, Procedures and Education by 5%.
- By December 31, 2024, Spectrum Health Grand Rapids will increase the accuracy of data in the race and ethnicity field from 44.2% to 75%.
- By December 31, 2024, Spectrum Health Grand Rapids will simplify available options for the race field from 11 options to seven in Epic.
- By December 31, 2024, Spectrum Health Grand Rapids will simplify available options for the ethnicity field from 48 options to four in Epic.
- By December 31, 2024, Spectrum Health Grand Rapids will capture nationality on 50% of patients seen over the last year.

Collaborations

One of our partners is the Cultural Intelligence Center a training and consulting company that is helping us develop our diversity, equity and inclusion educational materials. The Cultural Intelligence Center also offers digital learning and development tools that will enable us to continue our programs and benefit from the cost savings of a multi-year license (2020 to 2023).

Resources

There are resources dedicated to workforce assessment and capacity building:

- Up-front investment included survey assessments and learning partner license, virtual education, materials and facilitation support.
- Ongoing investment includes multi-year, enterprise-wide licensing for access to certified facilitators, assessments and all materials.

In addition, Spectrum Health is covering 30% of a full-time equivalent for a racial equity facilitator position from the Strong Beginnings program to provide equity and implicit bias training to Spectrum Health staff and health care providers.

Strategy-Specific Diversity, Equity and Inclusion

Improved accuracy of patient demographics, particularly race and ethnicity, would benefit our entire patient population, particularly protected classes and marginalized groups. It would allow us to provide culturally appropriate care, correctly identify inequities in our patient population and more accurately measure the effects of all our diversity, equity and inclusion efforts. Our Inclusion Resource Groups are employee-led and formed around common demographics, characteristics or shared interests. There are eight Inclusion Resource Groups at Spectrum Health, representing race, ethnicity, sexual preference/ gender status, disability, age and veteran status. These were included in the adoption and implementation of this strategy. This includes representation based on race, ethnicity, socioeconomic status, gender, gender identity, sexual orientation, veteran status, and individuals with disabilities.

Academy of Health Sciences and Technology

Background

There is broad consensus in the literature that:

- Educational success is strongly correlated with a student's physical, mental and emotional health.
- Students who successfully complete high school are likely to have better health and economic opportunities than their peers who do not complete high school.

For nearly 20 years Spectrum Health has partnered with the Grand Rapids Public School District to augment the education and resources provided by the school district to improve health and academic success of students. Through this partnership, students may enroll in the Grand Rapids Public School District's Academy of Health Sciences & Technology at Innovation Central High School. Participation in the Academy exposes students to a variety of health care professions while helping them prepare for college and get an early start on non-degree careers that provide a living wage. Students at the Academy of Health Science & Technology may participate in the following activities:

- Job shadowing and observations
- Mentoring
- Tours of professional settings
- Career fairs and speakers
- Employment opportunities

To boost the employability of its students, the Academy of Health Sciences & Technology has developed partnerships with a variety of professional certification programs. These include:

- Emergency Medical Technician (EMT)
- Pharmacy Technician — Ferris State University
- Interpreting Services — Grand Rapids Community College
- ServSafe (food and beverage safety training) — Spectrum Health Nutrition Services

Objectives

- By December 31, 2024, students participating in Innovation Central High School's Academy of Health Sciences & Technology will have an average increase of 2.0 in their knowledge of the variety of health careers available in health care (based on a 5-point Likert scale, using pre- and post-surveys).
- Expose 80% of Academy of Health Sciences & Technology students to health careers through presentations, college tours, job shadowing and mentoring by December 31, 2024.
- By December 31, 2024, the number of Academy of Health Sciences & Technology students who complete a health career certification curriculum requirement will increase by 20% above baseline prevalence.

Collaborations

Innovation Central High School's Academy of Health Science & Technology is an ongoing partnership between the Grand Rapids Public Schools and Spectrum Health. Additional organizations support this partnership through the program's Advisory Council and professional certification programs in various regional universities. The advisory council is inclusive of representatives from the following: Spectrum Health, Grand Rapids Public Schools, Ferris State University, Grand Valley State University, Western Michigan University, Cornerstone University, Davenport University, Grand Rapids Community College, Michigan State University.

Resources

Spectrum Health pledges annual funding to Grand Rapids Public School District and a full-time employee to drive the initiative. Grand Rapids Public School District utilizes the funds for Academy of Health Sciences & Technology teacher trainings and health career education, programs, experiences and materials.

Strategy-Specific Diversity, Equity and Inclusion

The majority of the Innovation Central High School student body are members of traditionally marginalized groups who are often disproportionately affected by inequities. The school's demographics are 55% Latinx, 30% African American, 8% White, 3% Arab, 3% African and 1% Asian. 55% female and 45% male. Of these students, 85% qualify for free and reduced lunch. Many of the families of these students are not earning a livable wage. Additionally, most of the students would be the first in their family to pursue education beyond high school.

Inclusive, Local Hiring Strategy: Outside-In and Inside-Up



Background

Establishing an inclusive, local hiring pipeline, this strategy moves us away from only traditional methods of hiring to new hiring methods that consist of two components: outside-in and then inside-up. Outside-in strategy will prepare residents experiencing barriers to employment for high-demand jobs at Spectrum Health, including training and skill development. This creates opportunity for specific entry points for candidates to

apply to. Inside-Up strategy will connect hires and other incumbent frontline workers to clear pathways for career advancement within Spectrum Health.

Objectives

- Develop and revise a sustainability plan for the Community Development Program by December 31, 2024.
- Create alternative pathways of employment at Spectrum Health from the community into the institution by December 31, 2024.
- Design steps for connecting frontline workers to pathways for career advancement within the institution by December 31, 2024.
- By December 31, 2023, 100% of Spectrum Health Grand Rapids team members will be earning at least \$15 per hour. (Baseline: 8.5% of Spectrum Health team members are in positions below \$15 per hour.)

Collaborations

Partnerships include internal and external members. External collaborations include:

- Community (e.g., National Association for the Advancement of Colored People, Hope Network): Ensure that adequate feedback mechanisms are in place for community members to provide input on the pipeline program.
- Workforce Intermediary (e.g., West Michigan Center for Arts and Technology, Project SEARCH): Assist with screening and sorting applicants who are eligible for the health care training program and have an application process for the cohort.
- Schools and Community Colleges: Offer an internship program in partnership with Spectrum Health Human Resources to recruit students for paid internships. Interns receive on-the-job training and educational support.

Resources

Spectrum Health investment includes wages, as well as program and administrative costs.

Strategy-Specific Diversity, Equity and Inclusion

By moving from an initial strategy of Workforce Diversity 1.0 to this inclusive and equitable hiring process, Spectrum Health can help residents improve

their financial security and advance health equity. About a third (11,000) of our employees are in entry-level positions and 17% of Spectrum Health team members are in positions below \$15 per hour. As an Anchor Institution, Spectrum Health can help improve the well-being of the community by building an inclusive and sustainable local workforce.

Grand Rapids has experienced significant growth, owning the fastest-growing economy in the United States in 2016. However, the reality in Grand Rapids is that not everyone has benefited from the city's economic growth.

According to the Grand Rapids Economic Inclusion Report 2020, Black and African American residents in the Neighborhoods of Focus were more than twice as likely to be unemployed as White residents.

Studies from the Robert Wood Johnson Foundation show a positive correlation between good health and higher income. People who earn more money tend to have less disease and better health overall. Poor health and higher rates of disease are associated more with those in lower-income groups. To illustrate the correlation between health and wealth, the life expectancy of an individual living in the East Grand Rapids area is between 85 and 90 years. The average life expectancy of someone living in census tracts 15 and 16 (northwest Grand Rapids and Neighborhoods of Focus for the W.K. Kellogg study of Economic Inclusion in Grand Rapids) is 74 to 76 years.

According to the Robert Wood Johnson Foundation, bridge programs and career pathways programs are a strong strategy in taking action to improve the health of communities. These strategies allow us to fulfill our responsibility as a health Anchor Institution in our community and serve our mission to improve health and save lives.

Adopting programs like Leadership by Design will give participants the space to explore the power of their stories — and how those experiences form advantages, attributes, mindsets and skills that can be assets in the workplace. The curriculum covers key areas of personal

leadership, including a framework for self-discovery, emotional intelligence, exploring the best version of oneself, enhancing skills and building social capital. West Michigan Center for Arts and Technology staff are trained facilitators in the Dominance, Influence, Steadiness and Contentiousness model, Cultural Intelligence and Human-Centered Design.

Inclusive Communication Practices

Background

Spectrum Health's System Communications & Marketing department plays an important role in conveying and demonstrating the inclusive thoughts and behaviors of the organization. By exhibiting high cultural intelligence (CQ) behaviors in our professional conduct as well as within work product development, we help to shape perceptions and impact the consumers' experience. Integral to the health and well-being of a community is clear communication from trusted health care providers. System Communications & Marketing is taking a three-pronged approach to inclusive communications to:

- a) reach historically underrepresented and underserved communities in Kent County; b) effectively reach individuals with culturally relevant messaging; c) improve access to important health information, programs and services; and ultimately, d) help improve health:

 1. Develop and deepen community partnerships.
 2. Engage with underrepresented and underserved communities to develop communication approaches that resonate and have the intended reach within the community.
 3. Engage team members with diverse perspectives, lived experiences and areas of subject matter expertise to influence the creation of inclusive communications.

Leading health care organizations, such as Lucile Packard Children's Hospital Stanford and Robert Wood Johnson University Hospital, have taken similar approaches to health communications. Spectrum Health has taken this approach with inclusive communications during the COVID-19 pandemic. Formalizing such a strategy is new to Spectrum Health's System

Communications & Marketing and was adopted to ensure intentionality in creating communications for all populations and communities.

Objectives

- By December 31, 2024, the System Communications & Marketing Department will increase community partner communications to include diversity, equity and inclusion partners and dedicated diversity, equity and inclusion content. Frequency of communications will expand from episodic to monthly with dedicated diversity, equity and inclusion content in each communication.
- By December 31, 2024, the Spectrum Health System Communications & Marketing Department will engage Spectrum Health Insights & Analytics Team to increase diversity in market research sample sets.
- By December 31, 2024, the Spectrum Health System Communications & Marketing Department will establish an internal community advisory group.

Collaborations

Partnerships and collaborations for cultural relevancy in communications include:

- Grand Rapids African American Health Institute
- Lakeshore Ethnic Diversity Alliance
- West Michigan Hispanic Chamber of Commerce

Resources

Spectrum Health's investment includes wages, partner funding through sponsorships, marketing and administrative costs.

Strategy-Specific Diversity, Equity and Inclusion

Community partners as well as those in consultative or advisory roles (i.e., Community Advisory Council) will support the DEI communication efforts outlined above. We will work to further align ourselves with partners keenly aware of and focused on the needs, cultures and historical relationships with systems/organizations of communities impacted by inequities.

Racism as a Public Health Issue



Background

In August 2017, Spectrum Health Chief Executive Officer Tina Freese Decker signed the #123 for Equity Pledge, a nationwide health care campaign committed to eliminating health care disparities. In October 2020, Tina reinforced Spectrum Health's commitment to the pledge, acknowledging the longstanding systemic issues highlighted by COVID-19, violence and racial injustices happening across the country. As part of this pledge, Spectrum Health committed to:

- Deepening our existing commitment to the #123 for Equity Pledge to Act
- Continuing to embrace our role as an Anchor Institution
- Conducting rigorous analysis of our structures
- Increasing cultural competency
- Systemically and regularly evaluating our strategic priorities and their impact on health equity
- Utilizing data-informed strategies

Objectives

- Conduct a comprehensive equity-centered analysis of all patient-facing policies and procedures to sustain equitable practices and to improve value-based outcomes for all patient populations by December 31, 2023.
- Conduct a comprehensive equity-centered analysis of all Human Resource policies and procedures to ensure and fair practices, helping to better attract talent, reduce turnover and increase Spectrum Health's commitment to equity by December 31, 2024.
- Develop an anti-racism learning plan by December 31, 2022.

Collaborations

National and local partners include individuals and organizations that can help evaluate our progress, providing a neutral lens on our efforts.

Partner examples include but are not limited to:

- Institute for Diversity and Health Equity (Health Equity Assessment)
- Diversity Best Practice (Diversity Index)

- Human Rights Campaign (Health Equality Index)
- Michigan Hospital Association (Health Equity Organizational Assessment)
- Exeter Group (COA 360)
- External Policy & Process Review Consultants

Resources

Spectrum Health will invest in project-based consulting services, which also involves feedback from team members. Hours for team member involvement will be included with the investment.

Strategy-Specific Diversity, Equity and Inclusion

Foster an organizational culture that is diverse and inclusive, and improves the care and services provided to our patients, members and communities by deepening our existing commitment to the #123forEquity Pledge, which calls us to increase our 1) cultural competency; 2) supplier diversity; 3) community engagement; 4) equity of care; and 5) workforce diversity.

Continue to embrace our role as an Anchor Institution by leveraging our employment, procurement and investment practices to 1) hire locally and increase the diversity of our workforce; and 2) procure locally and diversify our supplier pool.

Conduct rigorous analyses of internal procedures, policies, practices and cultural norms of the organization to unearth their effects on the social and economic conditions and health of team members and patients in communities of color, including analysis of health outcome data that is disaggregated by race and ethnicity. We will use findings to reform internal procedures, practices, policies and norms to create and sustain health equity.

Increase team member knowledge, skill and capacity through implicit bias training, anti-racism education, empathy exercises and other tools to identify structural and systemic forms of racism and address its impacts on health equity. We aim to do this at all levels of the organization, including executive leadership and governing boards.

Systemically and regularly evaluate our strategic priorities and their impact on health equity.

Ensure that strategic priorities and associated tactics of Spectrum Health are regularly and systematically evaluated for their impacts on health equity among patients, members and the communities they come from. Use the insight from such evaluation to eliminate differences in social, economic and health outcomes based on race and ethnicity, and develop, implement and rigorously evaluate data-informed strategies to ensure health equity among patients, members and communities we serve.

Appendix

Abbreviated Tables

Significant Need: Mental Health				
Goal: To promote and restore resilience among youth and young adult residents in Kent County by increasing behavioral health service opportunities in and out of the school setting.				
Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Kent County Middle and High School Students	School Behavioral Health Telemedicine Clinic	Expansion of the program from five clinics to six clinics in Kent County prior to December 31, 2022.	Number of School Behavioral Health Telemedicine Clinics.	8
Kent County Middle and High School Students	School Behavioral Health Telemedicine Clinic	An average of 16 students receiving services monthly per site by the end of December 31, 2024.	Number of students each month receiving services through the School Behavioral Health Telemedicine Clinic.	8
Kent County Middle and High School Students	School Behavioral Health Telemedicine Clinic	By December 31, 2024, 50% of students participating in the clinic will successfully complete therapy programs as measured by a reduction of depression and/or anxiety symptoms, demonstrated by reducing patient health questionnaire /general anxiety disorder score by 5 points in a three-month duration of therapy.	Among students receiving clinic services, the number of students for which there is a reduction of anxiety or depression (percentage).	8
Kent County Middle and High School Students	School Faculty Suicide Response Program	By December 31, 2024, Spectrum Health will expand to three Kent County school districts, providing the School Blue Envelope program to all middle and high schools within those three districts.	Number of school districts that implemented the School Blue Envelope Program.	9
Kent County Middle and High School Staff and Administrators	School Faculty Suicide Response Program	By December 31, 2024, 85% of school staff and administration completing initial trainings will have knowledge about suicide prevention as indicated in participant responses to post-test.	Proportion of school staff and administration completing the initial training who are knowledgeable about suicide prevention.	9
Kent County Middle and High School Staff and Administrators	School Faculty Suicide Response Program	By December 31, 2024, 85% of school staff and administration, completing initial trainings, will strongly agree or agree that they have confidence on how to respond to students who express suicidal thoughts as indicated in participant responses to post-test.	Proportion of school staff and administration completing the initial training who are confident in their ability to respond to students who express suicidal thoughts.	9

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Kent County Middle and High School Staff and Administrators	School Faculty Suicide Response Program	By December 31, 2024, 85% of school staff and administration completing initial trainings will have knowledge of the specific S.A.F.E. steps for keeping students safe, as indicated in participant responses to post-test.	Proportion of school staff and administration completing the initial training who have knowledge of the specific S.A.F.E steps.	9
Youth ages 16 to 25 years old	Transitional Age Youth Behavioral Health Clinic	Serve at least 6,000 patients at the end of the first year of clinic operation by June 30, 2023.	Number of patients served at the Transitional Age Youth Behavioral Health Clinic.	10
youth ages 16 to 25 years old	Transitional Age Youth Behavioral Health Clinic	By December 31, 2022, reduce psychiatry wait times for pediatrics by 50% from a baseline of eight months.	Pediatric psychiatry wait time.	10
Youth ages 16 to 25 years old	Transitional Age Youth Behavioral Health Clinic	Attain 80% compliance with screening tools Patient Health Questionnaire-9 and General Anxiety Disorder-7 at initiation and completion of treatment by July 31, 2023.	Proportion of patients at the behavioral health clinic with complete PHQ-9 and the beginning and end of treatment. Proportion of patients at the behavioral health clinic with complete GAD-7 and the beginning and end of treatment.	10

Significant Need: Economic Security

Goal: To create opportunities for all people to live and work in Kent County with dignity and achieve their full potential.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Kent County Residents	Affordable Housing	By December 31, 2024, Spectrum Health Healthier Communities will contract with at least one affordable housing development organization to increase housing affordability and home ownership for low- or moderate-income families in Kent County.	Number of contracts with affordable housing development organizations that focus on increasing housing affordability and home ownership for low- or moderate- income families in Kent County.	13
Kent County Residents	Affordable Housing	By December 31, 2024, Spectrum Health Healthier Communities will contract with at least one affordable housing organization to support low-income residents in Kent County with a history of uncontrolled diabetes and to address their social determinant of health needs.	Number of contracts with affordable housing organizations that focus on low-income residents in Kent County with a history of uncontrolled diabetes, and addressing social determinants of need.	13
Spectrum Health Healthier Communities Clients	Client Assistance Fund	Spectrum Health Healthier Communities will secure \$60,000 to support the Client Assistance Fund through fundraising and grant efforts by December 31, 2024.	Funding secured through fundraising efforts to support the Client Assistance Fund.	13
Spectrum Health Healthier Communities Clients	Client Assistance Fund	By December 31, 2024, Spectrum Health Healthier Communities will explore two opportunities to expand the Client Assistance Fund beyond Spectrum Health Healthier Communities Clients only to include additional Spectrum Health patients.	Number of Spectrum Health Departments that have access to the Client Assistance Fund.	13
Kent County Residents	Financial Services/ Support Outreach	By December 31, 2022, Spectrum Health Patient Access Services will implement, standardize and refine the data capturing process to track connection to our community. This data will be analyzed to identify patterns and trends, enabling us to tailor our support to our community.	Development of the data collection process.	14
Kent County Residents	Financial Services/ Support Outreach	By December 31, 2024, Spectrum Health Patient Access Services will increase the number of lives touched in our financial outreach efforts from 351 to 1,000 or more (which equates to a 65% increase).	Number of lives touched in financial outreach efforts in Kent County.	14
Spectrum Health Environmental and Nutrition Services team members	English Proficiency Workforce Development Program	By December 31, 2024, participants in the English Proficiency Workforce Development Program will have no more than a 10% attrition rate, related to their employment at Spectrum Health, within the program. (Note: no baseline as this is a pilot program.)	Attrition rate of English Proficiency Workforce Development Program participants.	15

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Spectrum Health Environmental and Nutrition Services team members	English Proficiency Workforce Development Program	By December 31, 2024, 73% of participants in the English Proficiency Workforce Development Program will have a significant gain in reading and/or listening comprehension. (Significant gain defined as +5 points at lower levels and +3 points at higher levels.)	Proportion of participants that have a positive gain in reading and/or listening comprehension in the English Proficiency Workforce Development Program.	15
Spectrum Health Environmental and Nutrition Services team members	English Proficiency Workforce Development Program	By June 30, 2024, participants in the English Proficiency Workforce Development Program will have a 15% decrease in turnover within the following three months when compared to similar employees not going through the program.	Of English Proficiency Workforce Development Program participants, the proportion of turnover within three months.	15
Kent County Residents	Supply Chain Diversity	By December 31, 2024 Supply Chain Services will enact a policy requiring the annual or bi-annual collection of supplier demographic information from vendors we directly interact with (also called tier one vendors) about their supply network.	Policy enacted that requires the collection of supplier demographic information from vendors we directly interact with about their supply network. (Yes or No)	16
Kent County Residents	Supply Chain Diversity	By December 31, 2024 Supply Chain Services will develop and socialize an "Impact Sourcing Playbook" in an effort to further educate sourcing employees as to the tools and resources available to further promote and grow Spectrum Health's supplier diversity program.	Develop an "Impacting Sourcing Playbook" (Yes or No) Number of times the "Impacting Sourcing Playbook" is socialized.	16
Kent County Residents	Supply Chain Diversity	By July 31, 2024, by working collaboratively with Workday, Supply Chain Services will establish robust supplier diversity spend reporting, allowing the system the ability to track year-to-date diverse spend at any time.	Establish a robust supplier diversity spending report. (Yes or No)	16
Kent County Residents	Supply Chain Diversity	Annual goals will be developed through December 31, 2024, related to the inclusion of women- and minority-owned businesses in Spectrum Health's supplier network.	Development of annual goals related to the inclusion of women- and minority-owned businesses in Spectrum Health's supplier network. (Yes or No)	16

Significant Need: Access to Care

Goal: To offer compassionate, local, and equitable care in Kent County.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Kent County residents living within the 49507- zip code	AmplifyGR	Establish Priority Health product for this population by December 31, 2023.	Priority Health product established for this population. (Yes or No)	19
Kent County residents living within the 49507- zip code	AmplifyGR	Open Boston Square primary care office by December 31, 2024.	Boston Square primary care office opened. (Yes or No)	19
Michigan Residents	Virtual Healthcare Access	Increase Spectrum Health OnDemand Patient Satisfaction Scores from 83% to 88% by December 31, 2022.	Proportion of Spectrum Health OnDemand patients with favorable patient satisfaction scores.	20
Kent County Residents	Virtual Healthcare Access	Distribute up to 1,000 TytoCare Exam Kits equitably across our Kent County market by December 31, 2023.	Number of TytoCare exam kits distribute across Kent County .	20
Kent County Residents	Virtual Healthcare Access	Expand Spectrum Health Tech Squad access with additional locations and telephone support to provide concierge support for patients with limited digital literacy within Kent County's most vulnerable neighborhoods by December 31, 2024.	Incorporate Tech Squad access into Boston Square primary care office. (Yes or No)	20

Significant Need: Discrimination & Racial Inequity

Goal: Our diversity is our strength. Spectrum Health will revolutionize healthcare by creating a culture where staff can be their authentic selves and offer patients care that respects their authentic selves.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Staff at Spectrum Health Grand Rapids hospitals	#123 for Equity Pledge	By December 31, 2024, 11,936 member of Spectrum Health Grand Rapids team members will have completed CQ Your Bias training.	Number of Spectrum Health Grand Rapids team members that have completed CQ Your Bias training.	23
Staff and patients at Spectrum Health Grand Rapids hospitals Kent County Community	#123 for Equity Pledge	By December 31, 2023, Spectrum Health Grand Rapids will increase their 360° Cultural Organizational Assessment within the area of Policy, Procedures and Education by 5%.	Performance on the 360° Cultural Organizational Assessment within the area of Policy, Procedures, and Education.	23
Patients in Spectrum Health Grand Rapids hospitals	#123 for Equity Pledge	By December 31, 2024, Spectrum Health Grand Rapids will increase the accuracy of data in the race and ethnicity field from 44.2% to 75%.	Accuracy of data in the race and ethnicity field.	23
Patients in Spectrum Health Grand Rapids hospitals	#123 for Equity Pledge	By December 31, 2024, Spectrum Health Grand Rapids will simplify available options for the race field from 11 options to seven in Epic.	Number of available options for the 'race' field in Epic.	23
Patients in Spectrum Health Grand Rapids hospitals	#123 for Equity Pledge	By December 31, 2024, Spectrum Health Grand Rapids will simplify available options for the ethnicity field from 48 options to four for in Epic.	Number of available options for the 'ethnicity' field in Epic.	23
Patients in Spectrum Health Grand Rapids hospitals	#123 for Equity Pledge	By December 31, 2024, Spectrum Health Grand Rapids will capture nationality on 50% of patients seen over the last year.	Proportion of patient seen in which nationality is documented.	23
Grand Rapids Public School High School Students	Academy of Health Science and Technology	By December 31, 2024, students participating in Innovation Central High School's Academy of Health Sciences & Technology will have an average of a 2.0 increase their knowledge of the variety of health careers available in health care (based on a 5-point Likert scale, using pre- and post-surveys).	Average increase in student knowledge of variety of careers available in healthcare.	24

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Grand Rapids Public School High School Students	Academy of Health Science and Technology	Expose 80% of Academy of Health Sciences & Technology students to health careers through presentations, college tours, job shadowing and mentoring by December 31, 2024.	Among participating students, the number of students experiencing at least one career exposure (e.g., presentations, College tours, job shadowing, or mentoring).	24
Grand Rapids Public School High School Students	Academy of Health Science and Technology	By December 31, 2024, the number of Academy of Health Sciences & Technology students who complete a health career certification curriculum requirement will increase by 20% above baseline prevalence.	Among participating students, the number who complete a health career certification curriculum	24
Kent County Residents	Inclusive, Local Hiring Strategy: Outside-In and Inside-Up	Develop and revise a sustainability plan for the Community Develop Program by December 31, 2024.	Develop and revise a sustainability plan for the Community Development Program. (Yes or No)	25
Kent County Residents	Inclusive, Local Hiring Strategy: Outside-In and Inside-Up	Create alternative pathways of employment at Spectrum Health from the community into the institution by December 31, 2024.	Number of alternative pathways created from the community into the institution.	25
Spectrum Health Team Members	Inclusive, Local Hiring Strategy: Outside-In and Inside-Up	Design steps for connecting frontline workers to pathways for career advancement within the institution by December 31, 2024.	Steps designed for connecting frontline workers to pathways for career advancement within the institution. (Yes or No)	25
Spectrum Health Team Members	Inclusive, Local Hiring Strategy: Outside-In and Inside-Up	By December 31, 2023, 100% of Spectrum Health Grand Rapids team members will be earning at least \$15 per hour. (Baseline: 8.5% of Spectrum Health team members are in positions below \$15 per hour.)	Proportion of Spectrum Health team members earning at least \$15 per hour.	25
Spectrum Health Partners Community, School and Faith Leaders Elected Officials	Inclusive Communication Practices	By December 31, 2024, the System Communications & Marketing Department will increase community partner communications to include diversity, equity and inclusion partners and dedicated diversity, equity and inclusion content. Frequency of communications will expand from episodic to monthly with dedicated diversity, equity and inclusion content in each communication.	Number of diversity, equity, and inclusion Partners included in community partner communications. Number of community partner communications with dedicated diversity, equity, and inclusion content.	26
Spectrum Health System, Communications & Marketing Team Members	Inclusive Communication Practices	By December 31, 2024, the Spectrum Health System Communications & Marketing Department will engage Spectrum Health Insights & Analytics Team to increase diversity in market research sample sets.	Number of surveys with statistically significant diverse representation.	26
Spectrum Health team members	Inclusive Communication Practices	By December 31, 2024, the Spectrum Health System Communications & Marketing Department will establish an internal community advisory group.	Establishment of an internal community advisory group. (Yes or No)	26

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Spectrum Health Patients	Racism as a Public Health Issue	Conduct a comprehensive equity-centered analysis of all patient-facing policies and procedures to sustain equitable practices and to improve value-based outcomes for all patient populations by December 31, 2023.	Completion of a comprehensive equity-centered analysis of patient-facing policies and procedures. (Yes or No)	27
Spectrum Health Team Members	Racism as a Public Health Issue	Conduct a comprehensive equity-centered analysis of all Human Resource policies and procedures to ensure and fair practices, helping to better attract talent, reduce turnover and increase Spectrum Health's commitment to equity by December 31, 2024.	Completion of a comprehensive equity-centered analysis of all Human Resource policies and procedures. (Yes or No)	27
Spectrum Health Leaders	Racism as a Public Health Issue	Develop an anti-racism learning plan by December 31, 2022.	Anti-racism learning plan developed. (Yes or No)	27



**Spectrum
Health**

Spectrum Health complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.
[81 FR 31465, May 16, 2016; 81 FR 46613, July 18, 2016]

ATENCIÓN: Si usted habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1.844.359.1607 (TTY: 711).

إذا كنت تتحدث اللغة العربية، فيمكنك الحصول على المساعدة اللغوية المتاحة مجانًا. اتصل على الرقم 1.844.359.1607 (TTY: 711).