

Spectrum Health  
Ludington Hospital  
**Community Health Needs Assessment**

2021-2022 Implementation Strategy



**Spectrum  
Health**

# 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. This implementation plan will:

- Describe our hospital's planned actions for developing and sustaining community health improvement programs that address the prioritized strategic issues from our 2020 Community Health Needs Assessment and the anticipated impact of these actions.
- Describe planned collaboration with other organizations in addressing these issues.

## 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 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: <https://ifdhe.aha.org/123forequity>, and is embracing its role as an Anchor Institution, which is explained at this link: <https://healthcareanchor.network/>.



# Background and Objectives

## IRS Requirements

The Patient Protection and Affordable Care Act (PPACA) of 2010 set forth additional requirements that hospitals must meet in order to maintain their 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 CHNA 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 persons who represent the broad interests of the community, including those with special knowledge of, or expertise in, public health. In response to the PPACA requirements Spectrum Health Ludington Hospital produced a 2020 CHNA and this document, the 2021-2022 Implementation Strategy.

## Significant Health Needs

The most significant health needs or issues in a community are often overarching areas that have several indicators that are also, individually, pressing or important issues. Research activity from the 2020 Community Health Needs Assessment concluded the following significant health needs:

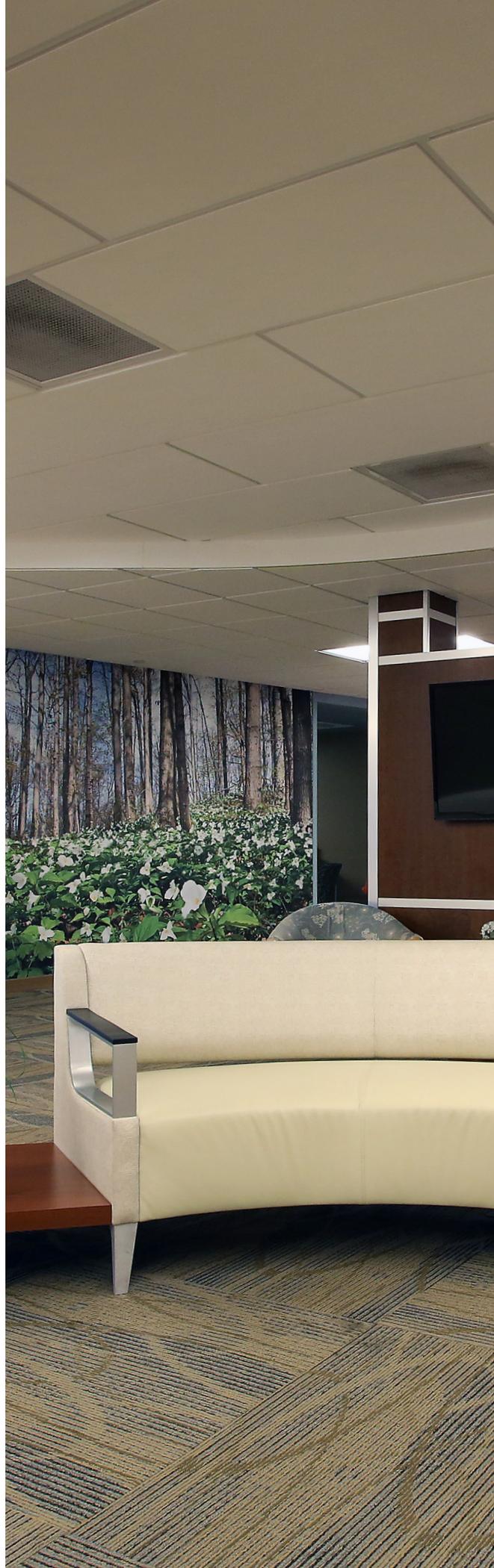
- Health care access
- Mental health
- Substance use disorder
- Obesity

## Significant Health Needs not Addressed

The following health needs identified in the 2020 Community Health Needs Assessment are not addressed in this plan.

- Chronic Disease
- Negative Social Indicators
- Social Determinants of Health

Each of the needs listed above is important and is being addressed by numerous programs and initiatives operated by the hospital, other organizations within Spectrum Health, and local community partners. However, this implementation strategy will not focus on them due to limited resources and the need to allocate significant resources to the significant needs identified above.





## About this plan

### SARS-Covid-19

Spectrum Health will allocate appropriate resources to each of the indicated interventions (e.g., budget, personnel, in-kind support, etc.). The anticipated impact of the listed objectives and interventions is to provide direct or indirect services to address the indicated significant needs.

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 10th and by March 23rd all residents were ordered to stay home, and all non-essential businesses closed. At the time this report was developed, Michigan had almost 95,000 cases and 6,506 deaths. 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. Countless individuals struggle to secure essentials such as food, housing, and prescription medications. While it is unwise 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.

# Implementation Strategy 2021-2022

## Significant Health Need: Health Care Access

### Health Care Access

We have unmet needs for health care access within our communities. We will address this unmet need using biometric screening for adults within the Ludington Hospital service area. This aims to increase secondary prevention measures within the community.

Population served	Action	Measurable impact
Adults 18 years and older within the Spectrum Health Ludington Hospital service area	By December 31, 2022, 200 adults will complete a Spectrum Health Ludington Hospital sponsored biometric screening. Partners include Spectrum health Ludington Medical Group Providers, District Health Department #10, Chronic Disease Coalition.	Sponsor biometric screenings for 200 adults by December 31, 2022.

### Health Care Access

We have unmet needs for health care access within our communities. We will address this unmet need using the School Health Program for K-12 students in Ludington area, Mason County Central, Mason County Easter, and G2S Charter schools.

Population served	Action	Measurable impact
K-12 students in Ludington Area, Mason County Central, Mason County Eastern, G2S Charter schools	By December 31, 2022, Spectrum Health Ludington Hospital will expand the Spectrum Health School Health Program to one additional school district within the Spectrum Health Ludington Hospital service area bringing the total to 5. This will occur through collaboration with Spectrum Health Healthier Communities School Health Program.	In the Spectrum Health Ludington Hospital service area, increase school districts participating in the School Health Program from four to five by December 31, 2022.

### Health Care Access

We have unmet needs for health care access within our communities. We will address this unmet need by providing community education on Advanced Practice Providers to the Spectrum Health Ludington Hospital market area.

Population served	Action	Measurable impact
Spectrum Health Ludington Hospital market area	By December 31, 2021, Spectrum Health Ludington Hospital will create and disseminate marketing and educational materials related to the role and availability of Spectrum Health Ludington Hospital Advanced Practice Providers (APPs).	Create marketing and educational materials related to the role and availability of Spectrum Health Ludington Hospital APPs by December 31, 2022.
	By December 31, 2022 Spectrum Health Ludington Hospital Medical Group providers patient panels will expand by 10% over the 2020 baseline of 17,400.	Disseminate marketing and education materials to 6 of the Spectrum Health Ludington Hospital Medical Group outpatient offices by December 31, 2022.
		Increase patient panels by 10% by December 31, 2022.

# Significant Health Need: Health Care Access

## Health Care Access

We have unmet needs for health care access within our communities. We will address this unmet need using virtual technology for employers, school administrators, adults and youth in the Spectrum Health Ludington market area.

Population served	Action	Measurable impact
Employers, school administrators, adults and youth in the Spectrum Health Ludington market area	By December 31, 2022, Spectrum Health will increase community ability to access information and services via virtual technology. This will be accomplished by successfully advocating for public policy and resource allocation to provide individuals and families living in the Spectrum Health Ludington service area with reliable, affordable access to information and services delivered via virtual technology. Partners include local decision-makers, and regional decision-makers.	Involvement in advocacy efforts at the regional hospital level by December 31, 2022.

## Health Care Access

We have unmet needs for health care access in the community. We will address this need by reducing the number of residents infected with COVID-19. This will be done by providing the general public, school administration and employers with accurate and timely information on COVID-19 and best practices for reducing its spread.

Population served	Action	Measurable impact
Employers, school administrators, adults and youth in the Spectrum Health Ludington Hospital market area	By December 31, 2022 Spectrum Health will contribute to reducing the number of COVID-19 infections within the community by providing employers, school administrators, and general community with accurate and timely information on preventing the spread of COVID-19.	Spectrum Health releases timely and accurate information about COVID-19 and its prevention, targeted to a variety of sectors and population by December 31, 2022.
	By December 31, 2022, Spectrum Health will contribute to reducing COVID-19 infections within the community by providing community-based screening and appropriate testing.	Spectrum Health provides opportunities for COVID-19 testing that is convenient and meets the needs of the community by December 31, 2022.

# Implementation Strategy 2021-2022

## Significant Health Need: Mental Health

### Mental Health

We have unmet needs for mental health within our communities. We will address this unmet need by using a Behavioral Health Resource Guide for staff of schools and social service agencies in Spectrum Health Ludington Hospital service area

Population served	Action	Measurable impact
Staff of schools and social services agencies in Spectrum Health Ludington Hospital service area	By January 1, 2021 Spectrum Health Ludington Hospital will develop and distribute a local Behavioral Health Services Resource Guide available in hard copy and electronically. Document to be issued to Spectrum Health Ludington Hospital service area school districts, outpatient medical group practices and available for general public. Funding allocated for printing and creation of electronic document. Partnerships include United Way of Mason County, Lakeshore Resource Network, West Michigan Community Mental Health, District Health Department #10, Spectrum Health Ludington Hospital Marketing and Communications.	Develop a local Behavioral Health Services Resource guide available in hard copy and electronically by January 1, 2021.  Distribute behavioral health services resource guide to all 14 area schools in the tri county service area for Spectrum Health Ludington Hospital and at minimum 10 area non-profit partners. January 1, 2021.

### Mental Health

We have unmet needs for mental health within our communities. We will address this unmet need using School-based behavioral health delivered via virtual technology for youth attending schools participating in the Spectrum Health Ludington Hospital pilot.

Population served	Action	Measurable impact
Youth (grades 9-12) attending schools participating in the Spectrum Health Ludington Hospital pilot	By December 31, 2022, 200 students will have access to school-based behavioral health services via virtual technology. Partners include Mason County United Way's Family Link program.	200 students will have access to school-based behavioral health services via virtual technology by December 31, 2022.

# Significant Health Need: Mental Health

## Mental Health

We have unmet needs for mental health within our communities. We will address this unmet need using virtual consultative services for adults age 18 years and older in Spectrum Health Ludington Hospital Service area in efforts to increase access to behavioral health services.

Population served	Action	Measurable impact
All residents within Mason County and those who may choose Spectrum Health Services	By December 31, 2022 expand psychiatry consultative services for adult patients within Spectrum Health Ludington Hospital through utilization of 24/7 inpatient consultative services.	By December 31, 2022 expand psychiatry consultative services for adult patients within Spectrum Health Ludington Hospital through utilization of 24/7 inpatient consultative services.

# Implementation Strategy 2021-2022

## Significant Health Need: Substance Use Disorder

### Substance Use Disorder

We have unmet needs for substance use disorder within our communities. We will address this unmet need through providing naloxone prescriptions to patients with a known history of opioid overdose.

Population served	Action	Measurable impact
Patients with known history of opioid overdose	By August 31, 2022, Spectrum Health Ludington Hospital Emergency Department will increase the number of naloxone prescriptions to at-risk patients with known history of opioid abuse upon discharge ensuring 90% of clinically indicated patients receive naloxone prescription.	Within the Spectrum Health Ludington Hospital Emergency Department, 90% of clinically indicated patients will receive a naloxone prescription by August 31, 2022.

### Substance Use Disorder

We have unmet needs for substance use disorder within our communities. We will address this unmet need using medication and needle take back events for community members wanting to dispose of unused medications and used needles. This aims to remove unused medicine from the community.

Population served	Action	Measurable impact
Spectrum Health Ludington Hospital service area	By December 31, 2022, Spectrum Health Ludington Hospital will participate in 2 local Medication and Needle Take Back events resulting in 100 lbs. of medication and needles collected annually. Partners include District Health Department #10, Leeward Initiative, West Michigan Community Mental Health, Local municipality law enforcement agencies.	Participation in 2 local Medication and Needle Take Back events by December 21, 2022.

# Significant Health Need: Substance Use Disorder

## Substance Use Disorder

We have unmet needs for substance use disorder within our communities. We will address this unmet need using CATCH my Breath for youth attending schools participating in Spectrum Health Ludington Hospital, Win with Wellness Fit Club. This functions to provide education on tobacco, nicotine, and vaping.

Population served	Action	Measurable impact
Youth attending schools participating in Spectrum Health Ludington Hospital Win with Wellness Fit Club	By December 31, 2022, 14 partnered schools will complete the CATCH tobacco, nicotine, and vaping education module. Partners include: District Health Department #10, Tobacco Cessation Task Force, Mason County Eastern School, Covenant Christian School, Ludington Area School District, Mason County Central School District, Hart Public Schools, Pentwater Public Schools, Shelby Public Schools, Baldwin Public Schools.	CATCH tobacco, nicotine, and vaping education module will be completed by 14 partnered schools by December 31, 2022.

## Substance Use Disorder

We have unmet needs for substance use disorder within our communities. We will address this unmet need using a Tobacco/Nicotine Cessation program for pregnant women and community members using tobacco products by offering programmatic support.

Population served	Action	Measurable impact
Pregnant women who identify as tobacco/nicotine users	By December 31, 2022, Spectrum Health Ludington's Obstetrics and Gynecology office will ensure 100% of pregnant mothers who identify as tobacco/nicotine users are referred to the Smoking Cessation and Reduction in Pregnancy Treatment (SCRIPT) program.	Of pregnant mothers identified as tobacco/nicotine users, 100% will be referred to the SCRIPT program by December 31, 2022.
	By December 31, 2022, 60 participants in the SCRIPT program report a reduction in tobacco/nicotine use during their pregnancy.	Reduction of reported tobacco and/or nicotine products among 60 pregnant women participating in the SCRIPT program by December 31, 2022.
	By December 31, 2022, 30 participants in the SCRIPT program report quitting tobacco/nicotine use by the end of the program. Partnerships include Spectrum Health Lifestyle Medicine, Spectrum Health Gerber Memorial, District Health Department #10.	Of SCRIPT program participants, 30 will report quitting tobacco/nicotine use at the end of the program by December 31, 2022.

# Significant Health Need: Substance Use Disorder

## Substance Use Disorder

We have unmet needs for substance use disorder within our communities. We will address this need by reducing the number of opioids prescribed by Spectrum Health providers. This will be done by implementing opioid prescribing guidelines for our providers.

Population served	Action	Measurable impact
Residents in the community	By December 31, 2022 Spectrum Health Medical Group will implement opioid prescribing guidelines that are procedurally/ conditionally based.	Implementation of opioid prescribing guidelines by December 31, 2022.
Community members utilizing Spectrum Health services	By December 31, 2022 Spectrum Health Medical Group will monitor provider scorecards related to prescribing guidelines for opioids on a monthly basis and report findings/recommendations to the appropriate leadership.	Continuously monitor opioid prescribing provider scorecards by December 31, 2022.

## Substance Use Disorder

We have unmet needs for substance use disorder within our communities. We will address this unmet need by increasing prescriptions for opioid alternatives for community residents by establishing a go team.

Population served	Action	Measurable impact
Residents in the community	By December 31, 2022, the "Go team" will be activated and provide coaching and mentoring to requested Spectrum Health locations 90% of the time.	The "Go team" will provide coaching and mentoring to requested Spectrum Health locations 90% of the time by December 31, 2022.

## Substance Use Disorder

We have unmet needs for substance use disorder within our communities. We will address this need by reducing the number of Spectrum Health patients with substance use disorder who are not in treatment. This will be done by identifying patients, seen by our Obstetrics and Gynecology providers, who have substance use disorder and referring them to treatment.

Population served	Action	Measurable impact
Residents in the community	By December 31, 2022 Spectrum Health Medical Group Obstetrics and Gynecology will utilize substance use disorders screening to screen 100% of pregnant patients for substance use disorders and refer them to treatment.	100% of Spectrum Health Medical Group Obstetrics and Gynecology pregnant patients screened for substance use disorder by December 31, 2022.  100% of Spectrum Health Medical Group Obstetrics and Gynecology pregnancy patients with substance use disorder referred for treatment by December 31, 2022.

# Implementation Strategy 2021-2022

## Significant Health Need: Obesity

### Obesity

We have unmet needs for obesity within our communities. We will address this unmet need using the YMCA Veggie Van for Mason and Oceana county community members. This aims to increase access to fruits and vegetables.

Population served	Action	Measurable impact
Residents in Mason and Oceana county who identify as food insecure	By December 31, 2022, Spectrum Health Ludington Hospital will partner with the YMCA Veggie Van to provide 50 households that identify as food insecure with access to fresh fruits and vegetables. Partners include Lakeshore Resource Network Food Club as well as the YMCA Veggie Van.	Fresh produce provided to 50 households via the TMCA Veggie Van by December 31, 2022.

### Obesity

We have unmet needs for obesity within our communities. We will address this unmet need using culinary medicine for adult community members.

Population served	Action	Measurable impact
Adults age 18 years and older who are physician referred and/or self-enroll	By December 31, 2022, as a result of participating in Spectrum Health Culinary Medicine 90 of 120 (75%) participants will report an increase in skills related to planning and preparing healthy meals. Partners include SH Spectrum Health Lifestyle Medicine, Spectrum Health Ludington Hospital Medical Group, Mason County District Library, Lakeshore Resource Network, Mason County Food Club, West Shore Community College Wellness Center.	Of those participating in Spectrum Health Culinary Medicine, 75% will report an increase in skills related to planning and preparing healthy meals by December 31, 2022.

# Significant Health Need: Obesity

## Obesity

We have unmet needs for obesity within our communities. We will address this unmet need using the Coordinated Approach to Child Health (CATCH) for students in grade K-5th in Mason County Eastern and Covenant Christian schools. This aims to develop positive behavior related to nutrition and physical activity.

Population served	Action	Measurable impact
Youth in grades K-5th at Mason County Eastern and Covenant Christian schools	By September 1, 2021, Spectrum Health Ludington Hospital will expand the CATCH program to include Mason County Eastern and Covenant Christian Schools.	Implement the CATCH program in two area public schools by December 31, 2022.
	By December 31, 2022, all participating schools will implement at least one policy designed to improve student nutrition and/or increase student physical activity during the school day.	Of schools participating in CATCH, implementation of at least one policy or environmental support by December 31, 2022.
	By December 31, 2022, 50% of teachers in participating schools will report observing positive changes in student behavior related to nutrition and physical activity.	Of schools participating in CATCH, 50% teachers reported positive change in student behavior related to nutrition and physical activity by December 31, 2022.
	By December 31, 2021, 75% of teachers utilizing CATCH materials will report feeling that they are making a positive contribution to the overall culture of health within the school.	Of schools participating in CATCH, 75% of teachers reporting perception of positive contribution to the overall culture of health within the school by December 31, 2022.

## Glossary

	Action
Behavioral Health Services Resource Guide	A comprehensive behavioral health services resource guide that lists all services in the area that offer behavioral health supports. There lacks a comprehensive educational piece in the area that itemizes out available resources and access to care options for those seeking behavioral health services. This resource guide will be provided in hard copy and electronic form and distributed throughout the Mason, Oceana and Lake county area through Spectrum Health Medical Group providers, area physicians and APPs, area schools, and non-profit partners.
CATCH My Breath	A youth e-cigarette, JUUL, and vape prevention program specific to grades 5-12. The evidence-based program was shown to substantially reduce students' likelihood of vaping in the year following program implementation. Students also showed a significant increase in knowledge of the dangers of vaping and an increase in positive perceptions about choosing a vape-free lifestyle.
Coordinated Approach to Child Health (CATCH)	CATCH is an evidence-based program based on the CDC Whole School, Whole Community, Whole Child model to combat childhood obesity. Health education, school environment, and family/community involvement work together to support youth in grades K-8 in improving nutrition choices and increasing daily physical activity.
Culinary Medicine	The Spectrum Health Culinary Medicine program seeks to engage both health care professionals and community members in the importance of food as a tool in achieving optimal health. Armed with expertise on behavior change, mindfulness, plant-based nutrition, obesity and chronic disease management, the culinary medicine team is dedicated to evolving and elevating the current conversation about nutrition, removing the distractions of fad diets, and focusing on the hard science of a well-balanced diet.
Go team	An at elbow support staff for offices offering medication assisted treatment for opioid use disorder.
Medication and Needle Take Back events	Sponsored by the federal Drug Enforcement Agency (DEA), Prescription Drug Take Back events aim to provide a safe, convenient, and responsible means of disposing of prescription drugs, and needles while also educating the general public about the potential for abuse of medications.
Opioid Prescribing Guidelines	Safe clinical prescribing guidelines for opioids.
Provider Scorecard	An internal dashboard that displays data around opioid prescribing at the department, office, and provider level.
School-based behavioral health	Licensed Master Social Workers (LMSW) are assigned to participating schools and offer students behavioral assessment and therapy/counseling in a private room via videoconference. Ultimately, increasing youth access to school-based behavioral health services will lead to earlier identification of depression, anxiety, substance use disorders (SUD), and suicidal ideation among our priority population; for mental health or SUD conditions, the ability to diagnose and treat problems early can prevent more serious illness and the associated impacts on life.

## Glossary

Population served	Action
School Health Program	The School Health Program (SHP) provides health care to partnered school districts that span across multiple West Michigan counties. The SHP collaborates with each district to provide direct/indirect care, offer trainings and education to staff, students and families. The ultimate goal of the SHP is to reduce chronic absenteeism by managing chronic disease, thus improving graduation rates which will improve socio-economic status for each student and the communities in which they live.
Smoking Cessation and Reduction in Pregnancy Treatment (SCRIPT)	SCRIPT is an evidence-based program shown to be effective in helping thousands of pregnant women quit smoking. The program provides education and counseling support and is designed to be a component of a patient education program for prenatal care providers.



**Spectrum  
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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 مجاناً. اتصل على الرقم 1.844.359.1607 (TTY: 711).