

Corewell Health Zeeland Hospital



Community Health Needs
Assessment

2025 - 2027 Implementation Strategy

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Executive summary

In December 2024, Corewell Health Zeeland Hospital adopted the Community Health Needs Assessment that identified the top community health needs in Ottawa County. The present report provides details on strategies Corewell Health Zeeland Hospital will employ to address these community health needs between Jan. 1, 2025 and Dec. 31, 2027. The significant health needs identified in the most recent Ottawa County Community Health Needs Assessment included mental health, access to medical care, chronic health conditions, social determinates of health, substance abuse, integrated/biopsychosocial health care and demographic health disparities. Through stakeholder input, it was decided to address mental health and access to medical care in the present implementation strategy. The process of identifying or developing strategies to address these needs was a collaborative effort between Corewell Health Zeeland Hospital leaders, community subject matter experts and Corewell Health Zeeland Hospital Community Board members. Corewell Health Zeeland Hospital will dedicate significant resources toward improving the health of our community with focus on mental health and access to medical care. 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 2027.



Introduction

Mission

Corwell Health's mission is to improve health, instill humanity and inspire hope. People are at the heart of everything we do, and the inspiration for our legacy of outstanding outcomes, innovation, strong community partnerships, philanthropy and transparency. Through experience and collaboration, we are reimagining a better, more equitable model of health and wellness.

Description of hospital

People are at the heart of everything we do, and the inspiration for our legacy of outstanding outcomes, innovation, strong community partnerships, philanthropy and transparency. Corewell Health is a not-for-profit health system that provides health care and coverage with an exceptional team of 65,000+ dedicated people—including more than 12,000 physicians and advanced practice providers, and more than 15,500 nurses providing care and services in 21 hospitals, 300+ outpatient locations and several post-acute facilities—and Priority Health, a provider-sponsored health plan serving more than 1.3 million members. Through experience and collaboration, we are reimagining a better, more equitable model of health and wellness. For more information, visit corewellhealth.org.

Inclusion and belonging

Corewell Health has focused its inclusion and belonging 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 Corewell Health serves.

In addition, Corewell Health has signed on with the American Hospital Association's #123 for Equity 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/.

Internal Revenue Service requirements

The Patient Protection and Affordable Care Act 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 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 Affordable Care Act's requirements Corewell Health's Zeeland Hospital produced a 2023 Community Health Needs Assessment and this document, the 2025-2027 Implementation Strategy.

About this plan

Selection of significant needs

The health needs that arose from the Ottawa County Community Health Needs Assessment process were:

- Mental health
- Access to medical care
- Chronic health conditions
- Social determinants of health
- Substance abuse
- Integrated/biopsychosocial health care
- Demographic health disparities

These health needs were then further prioritized during a community partner prioritization meeting into a list of two significant health needs to be addressed by the Healthy Ottawa collaborative (Ottawa County Health Department and their partners):

- Mental health
- Access to medical care

The list of seven health needs was reported to the Corewell Health Zeeland Hospital Community Board in January 2024. In the meeting, members discussed the data from the Ottawa County Community Health Needs Assessment and deliberated on which significant needs they felt would be appropriate for Corewell Health Zeeland Hospital to address. The board made the recommendation for Corewell Health Zeeland Hospital to focus on two health needs in order to intentionally create tactics and objectives that go beyond surface-level interventions.

Needs addressed in implementation strategy

The significant health needs addressed in this document are the two of the original list of seven significant health needs identified by the Ottawa County Community Health Needs Assessment:

- Mental health
- Access to medical care

By choosing two strategies to address, resources could be focused on taking an equitable approach to addressing the needs: utilizing the data from the needs assessment to determine which populations have been experiencing disparate health outcomes, and what Corewell Health can do from a programming perspective to either tweak existing interventions or build new interventions from the ground up, with health equity as the primary focus.

Significant health needs not addressed

The five health needs not addressed were:

- Chronic health conditions
- Social determinants of health
- Substance abuse
- Integrated/biopsychosocial health care
- Demographic health disparities

Compared to mental health and access to medical care, these five health needs were not ranked as high in terms of six prioritization criteria: (1) system influence, (2) availability of resources, (3) impact on inequities, (4) strength and depth of partnerships, (5) community benefit considerations, and (6) social, political, historical and cultural context. In addition, there are currently leading community partners/stakeholders who are addressing access to chronic health conditions, social determinates of health such as housing and transportation, and substance abuse. Though not selected as a priority area, some of the non-prioritized needs will be indirectly addressed through enhancing access to health care and by partnering with lead organizations outside of this implementation strategy who are addressing these areas.

Process for developing the implementation strategy

A layered, collaborative approach was used to develop this implementation strategy. The Zeeland Implementation Strategy Workgroup was established to provide guidance and support in developing this report along with the Corewell Health in West Michigan community health team members. After deciding which significant health needs to address, the workgroup identified Corewell Health System decision makers and community stakeholders to be included in subsequent workgroup meetings to help refine strategies and metrics. An open and ongoing invitation to Corewell Health Zeeland Hospital Community Board members was extended for involvement in the workgroup. During the course of development, the workgroup discussed: 1) the root causes, 2) vulnerable populations, and 3) strategies occurring within Corewell Health, as well as the community. This included brainstorming new strategies. With this information, strategies were prioritized for inclusion in the implementation strategy, and further developed and discussed with the workgroup.

Health equity framework

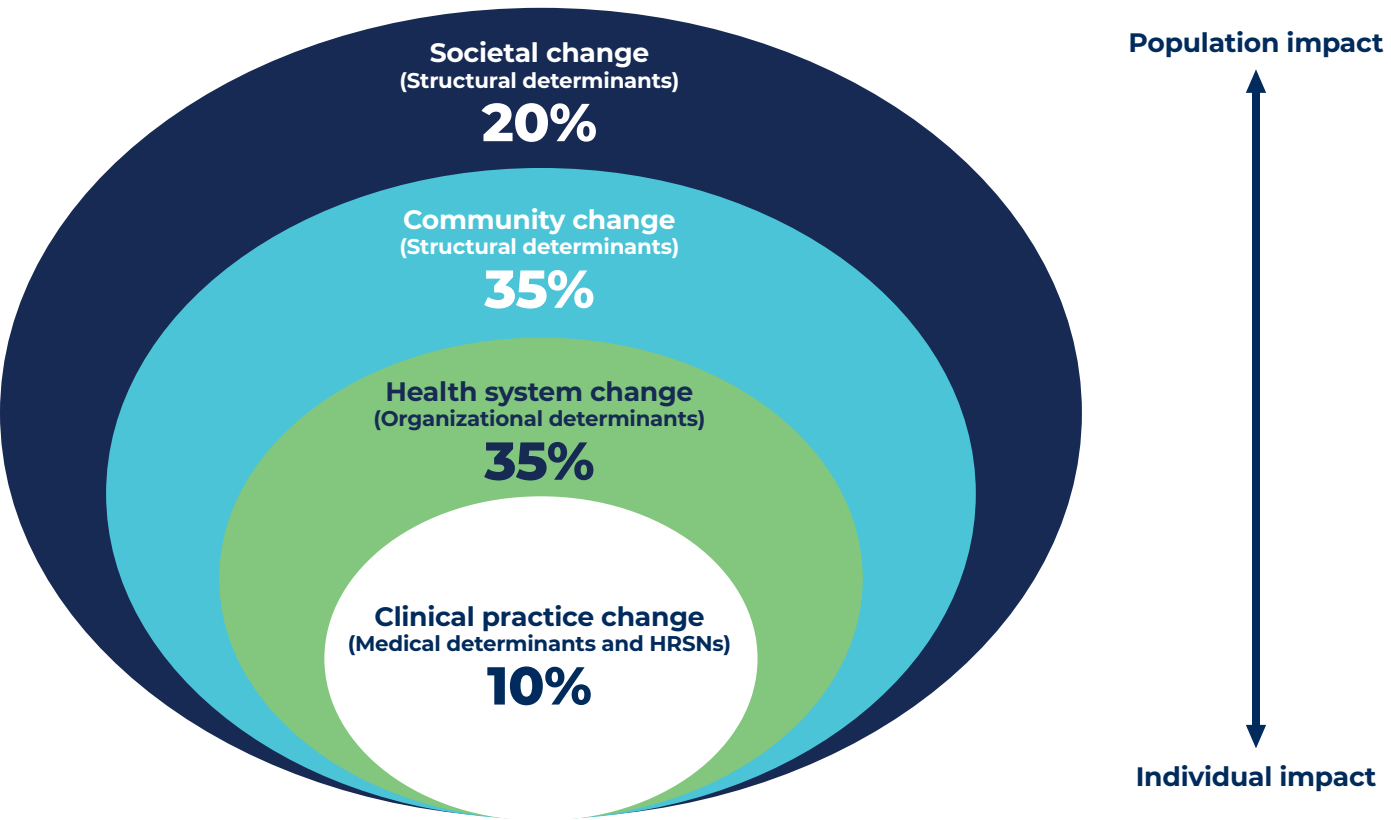
Corewell Health, in collaboration with HealthBegins, developed a strategic health equity framework to guide its population health work and identify how to achieve health equity through coordinated efforts. Health care systems have traditionally focused on meeting the medical and health care needs of individual patients. Deepened understanding of the significance of community and societal factors on health has led to viewing how to prevent poor health outcomes and achieve a state of health equity beyond an individual.

Clinical practice change (medical determinants and HRSNs): This level describes efforts to meet the immediate medical and social needs of individual people, such as addressing unstable housing situations, household food insecurity, access to health care, medication management, and job opportunities. This level of work provides immediate relief to those in urgent need and utilizes existing resources in the community.

Health system change (organizational determinants): This level describes work to improve the conditions of places where people are born, grow, live, work and age through hospital policies, practices and initiatives. For example, when it comes to housing, community-level work involves working with local housing stakeholders to ensure adequate quality housing exists in the community and is accessible to those who need it. A hospital breastfeeding policy that supports skin-to-skin contact and offers lactation consulting services is another example of a hospital-led intervention.

Community change (social determinants): This level describes the reformation of institutional policies and practices to ensure that community conditions meet the social needs of residents. Work at this level creates long-lasting improvements to systems that impact community conditions and social determinants. One example of an initiative that falls into this category would be family and community support programs that engage families and communities in supporting pregnant women and new mothers, with interventions such as peer support groups for breastfeeding or community baby showers to provide essential items or information to expectant mothers.

Societal change (structural determinants): This level describes interventions that impact processes and policies, such as state or federal social and economic guidelines. An example of this work could include policies that provide subsidies for childcare to low-income families, ensuring that children have access to safe and stimulating environments while their parents work or pursue education.



To achieve health equity and save lives, we must work to simultaneously address concerns at the individual level by addressing social needs, the community level by addressing social determinants and society level by addressing structural determinates of health. Each project described in this Implementation Strategy impacts one or more components of this framework.

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. Mental health was determined to be the top overall concern in the 2023 Ottawa Community Health Needs Assessment. Since 2020, the rate of Ottawa County adults who reported having mild to severe psychosocial stress nearly doubled from 19.8% to 34.5% in 2023. For underserved adults, 32.4% reported poor mental health while 33.9% of all adults reported having anxiety disorders. Additionally, 31.4% of youth in Ottawa County have reported having depression, a figure that has increased steadily since 2011. Overall, stigma is a significant factor in preventing some people from seeking and receiving needed treatment, which can lead to self-medicating. A lack of programs, services and resources to address the increasing demand has also been noted.

Goal

Build mental well-being and resiliency of our community.

Addressing the need

Strategy No. 1: Implement maternal and infant health and postpartum depression

Background

Corwell Health Enterprise Health Equity Strategic Plan includes maternal and infant health, with the goal to narrow inequities in maternal and infant health outcomes. In Ottawa County, 59% of maternal (pregnant) clients indicate stress and depression support needs, and 67% of women with infants identify stress and depression support needs (MIHP data). In 2022, over 25% of all postpartum women cared for in the Zeeland Family Birth Center scored moderate to high risk for postpartum depression. Zeeland Hospital partners with Ottawa County Department of Public Health's Maternal Infant Health Program (MIHP) by referring eligible postpartum persons for additional care. In January 2023, new dedicated health care equity standards became effective and integrated into Joint Commission hospital, ambulatory and behavioral health care accreditation programs. As part of the requirements of these standards, the hospital must have a strategic plan for advancing health care equity that identifies priority populations who currently experience health disparities, establishes health care equity goals and discrete actions steps to achieving those goals, outlines specific resources which have been dedicated to achieving equity goals, and describes approaches for engaging key stakeholders and community partners. Our project focus is Postpartum Zeeland Hospital patients with high risk for depression. The most recent Community Health Needs Assessment data, Ottawa County Maternal and Child Health Assessment data, and SDOH reporting 2024 YTD data, indicated the need for intentional strategies to be placed toward maternal and infant health and postpartum depression. The main objective is to increase percentage of individuals who were referred to MIHP and enroll with MIHP for Medicaid Postpartum persons (and MomsBloom for non-Medicaid) with an Edinburgh score of 10 or greater and/or positive for thoughts of harming themselves. We anticipate due to these interventions, the incidence of postpartum depression among pregnant women in Ottawa County will decrease because of an increase in the number of patients who not only are referred to MIHP/MomsBloom but enroll in the program and receive the intervention.

Main objective

Increase percentage of individuals who were referred to MIHP and enroll with MIHP for Medicaid Postpartum persons (and MomsBloom for non-Medicaid) with an Edinburgh score of 10 or greater and/or positive for thoughts of harming themselves.

Tactics

- By Dec. 31, 2025: Increase percentage of individuals who were referred to MIHP and enroll from 42% baseline to 60%.
- By Dec. 31, 2026: Increase percentage of individuals who were referred to MIHP and enroll from 60% to 70%.
- By Dec. 31, 2027: Increase percentage of individuals who were referred to MIHP and enroll from 70% to 80%.
- By Dec. 31, 2025: Increase percentage of individuals who were referred to MIHP/MomsBloom and enroll from 12% baseline to 30%.
- By Dec. 31, 2026: Increase percentage of individuals who were referred to MIHP/MomsBloom and enroll from 30% to 40%.
- By Dec. 31, 2027: Increase percentage of individuals who were referred to MIHP/MomsBloom and enroll from 40% to 50%.

Anticipated impact

The incidence of postpartum depression among pregnant women in Ottawa County will decrease as a result of an increase in the number of patients who not only are referred to MIHP/MomsBloom but enroll in the program and receive the intervention.

Strategy No. 2: Enhance interconnected systems framework involvement

Background

The Interconnected Systems Framework (ISF) seeks to connect education and mental health systems and staff in order to improve educational outcomes of K-12 students. By identifying ways community interventions and school districts can work together, the ISF can both improve the quality of the individual systems and help eliminate gaps or missing elements of services. The ISF model in Ottawa County fits well into the already established Positive Behavioral Interventions and Supports (PBIS) framework in place by the Ottawa Area Intermediate School Districts (OAISD) and streamlines referrals for mental health supports and services for students across OAISD, allowing quicker support for students in need. ISF is a successful model that has been used throughout the Corewell Health region and is nationally recognized for successfully streamlining mental health interventions for students and strengthening community partnerships, with the hopes of enhancing equitable systems.

Main objective

Zeeland Hospital will work with the ISF group to develop a strategy to best address mental and behavioral health interventions to students within the county. This includes our school-based tele-behavioral clinics.

Tactics

- By Dec. 31, 2025: Conduct Ottawa based resource mapping to determine what is available and where additional student mental health support is needed.
- By Dec. 31, 2025: Identify and implement tele-behavioral clinics in at least one school that is identified as highest need based on findings from resource mapping and threat assessments.
- By Dec. 31, 2026: Determine data review protocol and clearly identified data sources (quantitative and qualitative) to share with community partners.
- By Dec. 31, 2026: Develop and implement a comprehensive prevention model with Question, Persuade, Refer (QPR), School Blue Envelope (SBE), and Mental Health First Aid (MHFA), and implement in one school district based on findings from resource mapping and threat assessments.
- By Dec. 31, 2027: Expand QPR, SBE and MHFA model to one additional school district based on findings from resource mapping and threat assessments.
- By Dec. 31, 2027: Expand tele-behavioral health clinic to at least one more school identified as high need based on findings from resource mapping and threat assessments.

Anticipated impact

Removal of barriers to growth and success for school districts by focusing on the wellness of the student, school and community through a systematic approach centered on early intervention and prevention. These aligned strategies will better serve our students by identifying areas of greatest needs for mental and behavioral health interventions.

Strategy No. 3: Develop a suicide prevention program specific to veterans.

Background

Veterans have unique health care needs, disease patterns, experiences and cultural backgrounds. They are more likely to have toxic exposures, exposure to diseases, and have incidence of diabetes, ALS, chronic pain, moral injury, certain cancers and ACES (adverse childhood experiences). However, only 50% of veterans are connected to their military benefits, despite that the connection to benefits saves lives and improves quality of life. Community providers play a vital role in ensuring veterans receive the care they have earned and help open doors to resources and benefits. An advisory committee, composed of diverse community representatives related to veteran services and mental health, will be formed. Based on “relationship informing research and research through relationship,” this committee will help determine the approach to research, identify key social factors and offer perspectives that may expand Corewell Health’s understanding of current issues. They will guide how trust can be built, how information is gathered and how findings are interpreted.

This committee will help define the specific strategies that will occur within Corewell Health Zeeland Hospital. Developing a program that serves this population will minimize inequities, as currently there are no special programs or interventions at Corewell Health Zeeland Hospital to specifically support this group of individuals.

Main objective

Explore partnerships and interventions to those who most carry the burden of suicide.

Tactics

- By Dec. 31, 2025: Corewell Health Zeeland Hospital will engage in community-based participatory research to identify internal and external partners to collaborate with as well as to understand root causes of disparate incidence of suicide in military veterans.
- By Dec. 31, 2025: Establish baseline of current number of veterans served.
- By Dec. 31, 2026: Zeeland Hospital will develop an internal protocol specific to veteran health in response to the data found in the community-based participatory research.
- By Feb. 1, 2027: Corewell Health Zeeland Hospital will implement a veteran protocol based on findings from the prior tactics—seeking to reduce the percentage of eligible veterans not receiving available benefits (2024 baseline 50%).
- By Dec. 31, 2027: Increase number of veterans served and increase number of those with benefits.

Anticipated impact

Understanding the root cause of veteran suicide through a convening of a workgroup to inform Community Based Participatory Research (CBPR) and internal process in support of closing baseline gap of 50% of eligible veteran population not accessing available services.

Significant health needs addressed

Access to medical care

About the significant need

Access to medical care is more than just health insurance. A constellation of factors determines whether Ottawa 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 Ottawa County, Hispanic persons, single mothers with children, senior adults, those without health insurance or are underinsured/on Medicaid were more likely to be considered underserved. 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 inadequate 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

Improve health equity by addressing gaps in access to care faced by members of our diverse communities.

Addressing the need

Strategy No. 1: Enhance collaboration of Community Health Worker (CHW) services throughout the county.

Background

Community Health Workers (CHWs) are frontline public health workers and trusted community resources that address social determinants of health, such as food insecurity, transportation barriers, household utility barriers and health access barriers. The CHW collaborates with schools, providing targeted support to students with behavioral health concerns. Barriers at home may be the root cause for increased behavioral health events; therefore, the goal of this service is to help decrease complex needs at home, to prevent the uptick in behavioral health events among students. For any behavioral health events or concerns that are present for students, the CHW can help ensure these follow-ups are completed, navigating and helping resolve any barriers to care. This service is structured to complement processes and programs already in place at the school. Through advocacy, education and providing access to local resources, the CHW works collaboratively with the student and family outside of the school environment, meeting needs that school-based social workers/team members may often lack the necessary time to fully address.

Main objective

Enhance collaboration of Community Health Worker (CHW) services throughout the county by aligning with Interconnected Systems Framework (ISF) group for school-based CHW interventions, to resolve barriers associated with food insecurity, housing, utilities, accessing care and other social needs. Baseline: one school district.

Tactics

- By Dec. 31, 2025: Expand CHW services in at least one additional School Blue Envelope (SBE) participating school district that is identified as highest need as identified by ISF resource mapping.
- By Dec. 31, 2025: Increase percentage of followed-through referrals that resolved barriers from 75% baseline to 85% resolved barriers.
- By Dec. 31, 2025: Establish baseline of repeated SBE events at one district and implement referral protocol for follow-up.
- By Dec. 31, 2026: Expand CHW services in at least one additional SBE participating school identified as high need, from two districts to three districts.
- By Dec. 31, 2026: Increase percentage of followed-through referrals that resolved barriers from 85% to 90% resolved barriers.
- By Dec. 31, 2026: Decrease baseline incidence of students with repeated SBE events by 30% in at least one district.
- By Dec. 31, 2027: Increase percentage of followed-through referrals that resolved barriers from 90% to 95%.
- By Dec. 31, 2027: Decrease baseline incidence of students with repeated SBE events by 50% in at least one district.

Anticipated impact

Supporting referrals to the Ottawa County Pathways to Better Health program to increase access to medical care by enhancing referrals to the CHW in the schools and aligning with ISF to ensure services are offered to the school districts identified as highest need. The Ottawa County Pathways to Better Health CHW program was included in Zeeland Hospital's three previous IS Reports, and the established process will continue.

Strategy No. 2: Determine a community-wide access strategy led by the three health systems.

Background

Sizeable proportions of people who currently experience mental distress are not undergoing treatment or taking medication for their condition. For example, according to our most recent CHNA, 60.8% of adults with mild to moderate psychological distress, 51.1% of adults who have anxiety, 42.2% of adults with severe psychological distress, 40.4% of adults with depression, and 37.9% of those reporting poor mental health are not receiving treatment. Mental health and access to mental health treatment are considered the most pressing and prevalent health issues in Ottawa County, according to Key Stakeholders, Key Informants, area adults and underserved/vulnerable adults. 15.5% of area adults and 25.9% underserved/vulnerable adults had trouble receiving needed medical care in the past year; cost and insurance not covering the treatment were the two greatest barriers. Between one-half and two-thirds of Key Informants say that mental health treatment for the uninsured, residential mental health services, and mental health services or counseling for children meet area residents' needs not very well or not at all well (Source: Ottawa County CHIP plan). To respond, Corewell Health Zeeland Hospital representatives will participate in the county-wide Mental Wellness Taskforce to improve community integrated systems of mental health treatment.

Main objective

Participate in the county-wide Mental Wellness Taskforce, led by Momentum Center and Community Mental Health, to improve community integrated systems of mental health treatment.

Tactics

- By Dec. 31, 2025: Identify a county-wide coordinated effort to increase utilization of mental health resources within the county.
- By Dec. 31, 2026: Determine an internal process in Corewell Health Zeeland Hospital to better connect/refer patients to identified mental health resources.
- By Dec. 31, 2027: Increase number of successful closed-loop referrals for patients with mental health needs to identified mental health resources.

Anticipated impact

The impact of this objective will be to increase access to mental health treatment/resources by implementing action items identified by the county-wide Mental Wellness Taskforce.

Strategy No. 3: Increase number of approved financial assistance applications to help foster better access to health care services.

Background

National Health Service Corps (NHSC) or Michigan State Loan Repayment Program (MSLRP) are state and federal programs that allow providers to apply for student loan forgiveness in exchange for working at a practice that is in a health physician shortage area (HPSA). Recruitment of providers to these areas can be difficult. These programs offer an incentive for providers to commit to employment for a specified period and help Corewell Health with provider recruitment and retention. The NHSC/MSLRP programs also require that the practice has a financial assistance program that complies with program requirements. It requires that the practice notifies all patients of this policy and assists any patients that would like to apply. Corewell Health must report the volume of utilization of the program yearly to show compliance with this requirement. These programs are a benefit to our patients, as they are much less restrictive than the Corewell Health system policy and allow for a greater number of patients who qualify for financial assistance.

Main objective

Partner with financial counseling on increasing number of approved financial assistance applications for patients who meet the federal poverty level of 250% or less (self-reported on the application; 250% or less = poverty guidelines).

Tactics

- By Dec. 31, 2025: Corewell Health Financial Services will increase the number of approved financial assistance applications in Corewell Health offices in Ottawa County by 50%, from 335 to 502.
- By Dec. 31, 2026: Corewell Health Financial Services will increase the number of approved financial assistance applications in Corewell Health offices in Ottawa County by 50%, from 502 to 753.
- By Dec. 31, 2027: Corewell Health Financial Services will increase the number of approved financial assistance applications in Corewell Health offices in Ottawa County by 50%, from 753 to 1,129.

Anticipated impact

For patients of Corewell Health offices in Ottawa County, the ability to access medical care will increase as the number of approved applications for financial assistance also increases.

Appendix: Abbreviated tables

Significant need: Mental health							
Goal: Build mental well-being and resiliency of our community							
Level of transformation	Target population	Strategy	Main objective	Tactics	Anticipated impact	Partnerships	Investment
Clinical practice change	Pregnant women and infants in Ottawa County	Implement maternal infant health and postpartum depression intervention	Increase percentage of individuals who were referred to MIHP and enroll with MIHP for Medicaid Postpartum persons (and Moms-Bloom for non-Medicaid) with an Edinburgh score of 10 or greater and/or positive for thoughts of harming themselves.	<p>Inpatient tactics:</p> <p>By Dec. 31, 2025: Increase percentage of individuals who were referred to MIHP and enroll from 42% baseline to 60%.</p> <p>By Dec. 31, 2026: Increase percentage of individuals who were referred to MIHP and enroll from 60% to 70%.</p> <p>By Dec. 31, 2027: Increase percentage of individuals who were referred to MIHP and enroll from 70% to 80%.</p> <p>Outpatient tactics:</p> <p>By Dec. 31, 2025: Increase percentage of individuals who were referred to MIHP/MomsBloom and enroll from 12% baseline to 30%.</p> <p>By Dec. 31, 2026: Increase percentage of individuals who were referred to MIHP/MomsBloom and enroll from 30% to 40%.</p> <p>By Dec. 31, 2027: Increase percentage of individuals who were referred to MIHP/MomsBloom and enroll from 40% to 50%.</p>	The incidence of postpartum depression among pregnant women in Ottawa County will decrease as a result of an increase in the number of patients who not only are referred to MIHP/Moms-Bloom but enroll in the program and receive the intervention.	<p>Internal:</p> <p>QSE, nursing leadership, community health, care management, etc.</p> <p>External:</p> <p>Ottawa County Department of Public Health, MomsBloom</p>	Corewell Health Zeeland Hospital identified team member hours.

Appendix: Abbreviated tables

Significant need: Mental health							
Goal: Build mental well-being and resiliency of our community							
Level of transformation	Target population	Strategy	Main objective	Tactics	Anticipated impact	Partnerships	Investment
Community change	Youth in Ottawa County	Enhance Interconnected Systems Framework (ISF) Involvement	Zeeland Hospital will work with the ISF group to develop a strategy to best address mental and behavioral health interventions to students within the county. This includes our school-based tele-behavioral clinics.	<p>By Dec. 31, 2025: Conduct Ottawa-based resource mapping to determine what is available and where additional student mental health supports are needed.</p> <p>By Dec. 31, 2025: Identify and implement tele-behavioral clinics in at least one school that is identified as highest need based on findings from resource mapping and threat assessments.</p> <p>By Dec. 31, 2026: Determine data review protocol and clearly identified data sources (quantitative and qualitative) to share story with community partners.</p> <p>By Dec. 31, 2026: Develop and implement a comprehensive prevention model with Question, Persuade, Refer (QPR), School Blue Envelope (SBE) and Mental Health First Aid (MHFA) and implement in one school district based on findings from resource mapping and threat assessments.</p> <p>By Dec. 31, 2027: Expand QPR, SBE and MHFA model to one additional school district based on findings from resource mapping and threat assessments.</p> <p>By Dec. 31, 2027: Expand tele-behavioral health clinic to at least one more school identified as high need based on findings from resource mapping and threat assessments.</p>	The incidence of postpartum depression among pregnant women in Ottawa County will decrease as a result of an increase in the number of patients who not only are referred to MIHP/ MomsBloom but enroll in the program and receive the intervention.	<p>Internal: QSE, nursing leadership, community health, care management, etc.</p> <p>External: Ottawa County Department of Public Health, MomsBloom</p>	Corewell Health Zeeland Hospital identified team member hours.

Appendix: Abbreviated tables

Significant need: Mental health							
Goal: Build mental well-being and resiliency of our community							
Level of transformation	Target population	Strategy	Main objective	Tactics	Anticipated impact	Partnerships	Investment
Community change	Military veteran population of Ottawa County	Develop a suicide prevention program specific to veterans.	Explore partnerships and interventions to those who most carry the burden of suicide.	<p>By Dec. 31, 2025: Corewell Health Zeeland Hospital will engage in community-based participatory research to identify internal and external partners to collaborate with as well as to ultimately understanding root causes of disparate incidence of suicide in military veterans.</p> <p>By Dec. 31, 2025: Establish baseline of current number of veterans served.</p> <p>By Dec. 31, 2026: Zeeland Hospital will develop an internal protocol specific to veterans health in response to the data found in the community-based participatory research.</p> <p>By Feb. 1, 2027: Corewell Health Zeeland Hospital will implement a veteran protocol based on findings from the prior tactics—seeking to reduce the percentage of eligible veterans not receiving available benefits (2024 baseline 50%).</p> <p>By Dec. 31, 2027: increase number of veterans served and increase number of those with benefits.</p>	Understanding the root cause of veteran suicide through a convening of a workgroup to inform Community Based Participatory Research (CBPR) and internal process in support of closing baseline gap of 50% of eligible veteran population not accessing available services.	<p>Internal: BHO, community health, Zeeland Hospital COO and Patient Access/Care Management</p> <p>External: Veteran Affairs, Arbor Circle, External research supplier</p>	<p>\$50,000 investment in CBPR project for veteran mental health.</p> <p>Designated Corewell Health team member hours—multidisciplinary in nature.</p>

Appendix: Abbreviated tables

Significant need: Access to medical care							
Goal: Improve health equity by addressing gaps in access to care faced by members of our diverse communities							
Level of transformation	Target population	Strategy	Main objective	Tactics	Anticipated impact	Partnerships	Investment
Community change	Ottawa County residents within the Zeeland Hospital service area	Accommodate needs of community to improve access to care (i.e., co-location of services within the community)	Enhance collaboration of Community Health Worker (CHW) services throughout the county by aligning with Interconnected Systems Framework (ISF) group for school-based CHW interventions, to resolve barriers associated with food insecurity, housing, utilities, accessing care and other social needs. Baseline: one school district.	<p>By Dec. 31, 2025: Expand CHW services in at least one additional School Blue Envelope (SBE) participating school district that is identified as highest need as identified by ISF resource mapping.</p> <p>By Dec. 31, 2025: Increase percentage of followed-through referrals that resolved barriers from 75% baseline to 85% resolved barriers.</p> <p>By Dec. 31, 2025: Establish baseline of repeated SBE events at one district and implement referral protocol for follow-up.</p> <p>By Dec. 31, 2026: Expand CHW services in at least one additional SBE participating school identified as high need, from two districts to three districts.</p> <p>By Dec. 31, 2026: Increase percentage of followed-through referrals that resolved barriers from 85% to 90% resolved barriers.</p> <p>By Dec. 31, 2026: Decrease baseline incidence of students with repeated SBE events by 30% in at least one district.</p> <p>By Dec. 31, 2027: Increase percentage of followed-through referrals that resolved barriers from 90% to 95%.</p> <p>By Dec. 31, 2027: Decrease baseline incidence of students with repeated SBE events by 50% in at least one district.</p>	<p>Supporting referrals to the Ottawa County Pathways to Better Health program to increase access to medical care by enhancing referrals to the CHW in the schools and aligning with ISF to ensure services are offered to the school districts identified as highest need.</p> <p>The Ottawa County Pathways to Better Health CHW program was included in Zeeland Hospital's three previous IS Reports, and the established process will continue.</p>	<p>Internal: School Blue Envelope team, community health, HEEAAT team</p> <p>External: ISF group and local school districts</p>	Slated investment in additional CHW resources

Appendix: Abbreviated tables

Significant need: Access to medical care							
Goal: Improve health equity by addressing gaps in access to care faced by members of our diverse communities							
Level of transformation	Target population	Strategy	Main objective	Tactics	Anticipated impact	Partnerships	Investment
Community change	Ottawa County residents within the Zeeland Hospital service area	Determine a community-wide access strategy led by the three health systems.	Participate in the county-wide Mental Wellness Taskforce, led by Momentum Center and Community Mental Health, to improve community integrated systems of mental health treatment.	<p>By Dec. 31, 2025: Identify a county-wide coordinated effort to increase utilization of mental health resources within the county.</p> <p>By Dec. 31, 2026: Determine an internal process in Corewell Health Zeeland Hospital to better connect/refer patients to identified mental health resources.</p> <p>By Dec. 31, 2027: Increase number of successful closed-loop referrals for patients with mental health needs to identified mental health resources.</p>	The impact of this objective will be to increase access to mental health treatment/resources by implementing action items identified by the county-wide Mental Wellness Taskforce.	<p>Internal: Community health, care management, social workers.</p> <p>External: Holland Hospital, Trinity Grand Haven Hospital, CMH, Ottawa County Dept. of Public Health</p>	Corewell Health Zeeland Hospital identified team member hours.

Appendix: Abbreviated tables

Significant need: Access to medical care							
Goal: Improve health equity by addressing gaps in access to care faced by members of our diverse communities							
Level of transformation	Target population	Strategy	Main objective	Tactics	Anticipated impact	Partnerships	Investment
Health system change Clinical practice change	Ottawa County residents within the Zeeland Hospital service area	Increase number of approved financial assistance applications to help foster better access to health care services.	Partner with financial counseling on increasing number of approved financial assistance applications for patients who meet the federal poverty level of 250% or less (self-reported on the application).	<p>By Dec. 31, 2025: Corewell Health Financial Services will increase the number of approved financial assistance applications in CH offices in Ottawa County by 50%, from 335 to 502.</p> <p>By Dec. 31, 2026: Corewell Health Financial Services will increase the number of approved financial assistance applications in CH offices in Ottawa County by 50%, from 502 to 753.</p> <p>By Dec. 31, 2027: Corewell Health Financial Services will increase the number of approved financial assistance applications in CH offices in Ottawa County by 50%, from 753 to 1,129.</p>	For patients of Corewell Health offices in Ottawa County, the ability to access medical care will increase as the number of approved applications for financial assistance also increases.	<p>Internal: Financial counseling, and participating clinics within Ottawa County.</p> <p>External: n/a</p>	<p>Corewell Health identified team member hours from financial counseling and resources for better data collection.</p> <p>Workload triggered by office team members loading applications. Hours are 8-5 Monday-Friday. 100% of increase utilization will be absorbed by financial counseling.</p>