



# **IMPLEMENTATION STRATEGY**

## for the

### **2019-2022 Community Health Needs Assessment**

#### **INTRODUCTION**

The purpose of this Implementation Strategy (IS) is to address the priority health needs (health needs) identified in the 2019 Community Health Needs Assessment (CHNA). Those needs include: two health conditions – mental health and obesity — and six “...social, behavioral and environmental factors that influence health...” or social determinants of health<sup>1</sup>, including the food environment, the recreational environment, the physical environment, social cohesion, healthcare resources, and faith-based and spiritual practices.

In accordance with the Patient Protection and Affordable Care Act (Affordable Care Act or the ACA), this IS describes: how Spectrum Health Lakeland (Lakeland) plans to address the health needs identified in the CHNA and the anticipated impacts of those actions; the internal resources that Lakeland will use to address those needs; and planned collaborations between Lakeland and other organizations to address those health need.<sup>2</sup> One health need – faith-based and spiritual practices – will not be addressed due to insufficient resources and expertise, and a lack of effective interventions for a faith context characterized by high levels of polarization among the community’s religious institutions.

The ACA states that the IS is not limited to addressing only those health needs identified in the CHNA but may include activities that address health needs identified in ways other than through the CHNA. Accordingly, this IS includes a high level description of the types of activities, anticipated impacts, internal resources, and community collaborations required to develop and

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<sup>1</sup> The health needs of a community include requisites for the improvement or maintenance of a health status (i.e., the social determinants of health) both in the community at large and in particular parts of the community, such as particular neighborhoods or populations experiencing health disparities. Needs may include, for example, the need to: address financial and other barriers to accessing care, prevent illness, ensure adequate nutrition, or address social, behavioral and environmental factors that influence health in the community.

<sup>2</sup> <https://www.irs.gov/charities-non-profits/community-health-needs-assessment-for-charitable-hospital-organizations-section-501r3>

execute a Population Health Strategy that would drive the systems changes required to achieve meaningful and sustainable improvements in the health of a community served by Lakeland. The need for a Population Health Strategy is premised on the idea that while programmatic interventions are critical to addressing urgent needs, and are helpful in signaling to our community that their voices and opinions matter, such interventions, by focusing on individual behavior change through service provision, do not achieve the lasting or broad health improvement. Thus, this IS contains two types of interventions to improve community health: Community Health Education (i.e., programmatic interventions to address specific CHNA-identified health needs) and a Population Health Strategy (i.e., structural and systemic interventions to achieve broader, deeper and sustainable health improvements).

## **Community Health Education**

Community Health Education comprises programs designed to shift knowledge, attitudes and behaviors – both in and outside of the health system – in ways that support good health; increase the capacity of the community and health system to improve health; and increase mutual trust between the health system and the community it serves. The interventions described below are designed to address the health needs identified in the CHNA.

### **Mental Health**

Action 1: Expand and execute ***mental health education and awareness curriculum***.

Description: The curriculum will provide community- and healthcare system-wide education on mental health topics such as mental wellness, trauma and resilience. The expanded curriculum will include topics such as self-care, trauma-informed yoga and guidance in creating trauma-informed systems and will be delivered in an increased number of formats to increase accessibility.

- Anticipated Impacts: There will be less stigma associated with mental illness; enhanced community and healthcare system understanding of mental wellness and the impact of various social determinants of health on mental health and wellbeing; and an increase in skills required to become a resiliency-informed community.
- Resources: The Population Health, and Marketing and Communications teams at Lakeland.
- Planned Collaborations: Berrien County public schools, local businesses, community and faith-based organizations, and the Berrien County Department of Health and Human Services. *Other collaborations may emerge as the program evolves.*

### Action 2: Form a permanent **Collective Impact Team**.

Description: Through a Collective Impact grant, the Healthy Berrien Consortium and other local partners created teams dedicated to community education and policy change. The development of the Community Resiliency Series and Policy Impact Teams have increased the capacity of each organization to deliver internal professional development and participate in community efforts to provide educational opportunities. Though the grant will expire in 2021, the results of the CHNA suggest that these collaborative efforts must continue. As the team works to implement policy change, an expansion of focus will include health equity to improve the mental health of the community and achieve sustainability.

- Anticipated Impacts: Sustainable cadre of mental health-focused trainers and system leaders focused on community education and policy change (i.e., trauma-informed systems); and a trauma-informed and resiliency-informed community.
- Resource: The Population Health team.
- Planned Collaborations: Healthy Berrien Consortium, Berrien Regional Education Service Agency (RESA), Benton Harbor Area Schools, Andrews University, City of Niles, and the YMCA of Southwest Michigan. *Other collaborations may emerge as the program evolves.*

### Action 3: Create **Pop-up museums**.

Description: In collaboration with the Krasl Art Center (Krasl), the Population Health team will address mental health challenges by developing and executing six Pop-up Art and Wellness Centers based on the Community Resiliency Model (CRM)<sup>®</sup>. CRM<sup>®</sup> is a skills-based wellness approach to stabilizing the human central nervous system, which, if left destabilized over long periods of time due to chronic stress and trauma, can lead to serious mental (and physical) health challenges. The CRM<sup>®</sup> model<sup>3</sup> is designed to build individual and community resilience by providing: (i) a common understanding of the impacts of chronic stress and trauma; (ii) a common language with which to talk about the impacts of chronic stress and trauma; and (iii) easily accessible skills to address the impacts of chronic stress and trauma skills that help to re-stabilize the nervous system and increase resilience.

- Anticipated Impacts: There will be an increase in community access to skills that maintain and improve resilience, and an increase in community knowledge on how to manage the effects of stress and recover from trauma.
- Resource: The Population Health team
- Planned Collaborations: Krasl Art Center, Boys and Girls Club of Benton Harbor, Berrien County Juvenile Detention Center, OutCenter of Southwest Michigan, Bridge Academy, Niles New Tech High School, and the St. Joseph and Benton Harbor libraries, and Lory's Place. *Other collaborations may emerge as the program evolves.*

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<sup>3</sup> <https://www.traumaresourceinstitute.com/crm>

#### Action 4: Conduct a ***Listening Tour***.

Description: The Listening Tour will consist of a series of conversations throughout Berrien County with the goal of providing the Population Health team and entire Lakeland system with greater insight into the community's mental health needs. Additionally, the tour will serve as an opportunity for local healthcare providers to clarify their roles in mental health treatment, including enhancing access to care and dispelling myths.

- Anticipated Impacts: The Population Health team and other Lakeland team members will have a better understanding of the community's mental health needs. Area mental health and other care providers will gain a clearer understanding of their roles in mental health education, treatment and prevention.
- Resources: Population Health team and Lakeland's Employee Assistance Program
- Planned Collaborations: Benton Harbor Women's Health Council, Berrien County Mental Health Authority, InterCare Community Health, Berrien County Health Department, Lake Michigan Catholic Schools, Riverwood Center, and Andrews University. *Other collaborations may emerge as the program evolves.*

#### **Obesity and Food Environment**

##### Action 1: Execute the Prescription for Health Program.

Description: The Prescription for Health (PFH) program helps to connect food insecure patients with the means to acquire fresh fruits and vegetables from the local farmers market. Each participant receives up to \$100 in PFH benefits over the course of the Benton Harbor Farmers Market summer season. Additionally, participants receive health and nutrition counseling and education; blood pressure and weight monitoring; and assistance with connecting to community resources. Education shared at the farmers market is available to all patrons. PFH addresses components of the food environment and access to healthcare resources. By doing so, this program supports the reduction of nutrition-related risk factors (i.e., obesity).

- Anticipated Impacts: An increase in access to fresh produce for community members who are food insecure; an increase in access to health information, including individualized counseling; and community investment in and support of local farmers who sell produce at the Benton Harbor Farmers Market.
- Resources: The Population Health team, including coordinators of Neighborhood-based Health Homes (see page 5). Other Lakeland team members, including medical residents of the Graduate Medical Education program, and Southwestern Medical Clinic (a Lakeland affiliate).
- Collaborations: Andrews University and Western Michigan University. *Other collaborations may emerge as the program evolves.*

## **Recreational Environment, Physical Environment, Food Environment, Obesity, and Social Cohesion/Support**

### **Action 1: Support the Twin Cities (Sustainable) Harbor Revitalization Project**

Description: The Twin Cities (Sustainable) Harbor Revitalization project is an effort to *maximize* the benefits of the harbor and waterfront assets of the cities of St. Joseph, Benton Harbor and the St. Joseph Township.

- Anticipated Impacts: Enhanced opportunities for physical, cultural and social activities; and enhanced food environment.
- Resources: Population Health team and other Lakeland team members.
- Collaborations: City of Benton Harbor, City of St. Joseph, St. Joseph Charter Township, Drummond Carpenter, Great Lakes and Energy, Harbor Conservancy, Michigan Department of Environment, Michigan Office of Metropolitan and Urban Initiatives, Michigan State University Extension, and Sea Grant Michigan. *Other collaborations may emerge as the effort evolves.*

## **Healthcare Resources, Social Cohesion and Food Environment**

### **Action 1: Neighborhood-based Health Homes**

Description: Neighborhood-based Health Homes (NBHHs) are physical locations in high-needs<sup>4</sup> neighborhoods that residents may access to receive basic health information, resources and services (based on the needs identified by the people who frequent these sites) such as: classes on topics like diabetes, heart disease and stroke; skill-building activities like CPR, Mental Health First Aid and advocacy; preventive screenings such as blood pressure and fasting cholesterol lipid panel with glucose; the administration of annual flu vaccines for adults, 18 years of age and older; and navigation services to help residents find other resources that are critical for health (e.g., social services, legal advice, and heat and energy assistance). At the nine NBHHs that are administered by the Population Health team, the key objectives are to: shift knowledge, attitudes and behaviors of all key stakeholders regarding what contributes to health and how to optimize health; increase community and health system capacity to more effectively meet community health needs; and increase mutual trust between the health system and the community it serves. In addition to providing healthcare resources, many of the sites also address other needs such as obesity, the food environment and social cohesion/support.

### *The Barbershop Initiative*

Description: The Barbershop (Health) Initiative is a community-led program that provides health information, training and preventive screenings to men who otherwise would not have access to these health resources. This initiative is located at two sites in Benton Harbor: the Elite Barbershop and Shaw's All Styles Barbershop. These barbershops serve as a venue to help

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<sup>4</sup> "High-needs" identified as communities with low life expectancy and/or high mortality rates.

African American men overcome institutional, social and cultural barriers to accessing healthcare.

- Anticipated Impacts: The barbershops will serve as a resource for community members to access health and wellness information; barbers will lead health-related discussions and programming to increase knowledge, and change attitudes and behaviors about health and healthcare; there will be an increase in trust between barbers and their clients, and the Population Health team, medical residents and other Lakeland team members; changes in knowledge, attitudes and the behaviors of key stakeholder groups will promote community health and wellbeing; and there will be an increased capacity among the barbers, their clients and Lakeland team members to improve community health and wellbeing.
- Resources: Population Health team and other Lakeland team members including, medical residents of the Graduate Medical Education program.
- Planned collaborations: Andrews University (nursing students), Berrien County Health Department, Southwest Michigan Black Nurses Association, and TrueNorth. *Other collaborations may emerge as the programs evolve.*

#### *The Catholic Community Center*

Description: The Catholic Community Center is a privately held entity located in Benton Harbor. The center offers community outreach services including information, personal support and assistance with food, medication, transportation, utilities, and other basic needs/social services. In 2019, Lakeland introduced an on-site community outreach worker, registered nurse and Emergency Medicine residents who provide health training and education, and preventive health screenings. In addition, Lakeland will work to facilitate the development and growth of an on-site support group to provide users of the center with support and encouragement to better manage their health and the health of their community.

- Anticipated Impacts: There will be an increase in trust between users of the Catholic Community Center, the Population Health team, the medical residents of Lakeland's Graduate Medical Education program, and other Lakeland team members; and changes in knowledge, attitudes and the behaviors that promote community health and wellbeing; and increased capacity of users of the Catholic Community Center and Lakeland team to improve community health and wellbeing.
- Resources: Population Health team, and other Lakeland team members, including a diabetes educator, Emergency Medicine residents of the Graduate Medical Education program, and a registered dietitian.
- Planned Collaborations: Andrews University, Berrien County Mental Health Authority and TrueNorth. *Other collaborators may emerge as the program evolves.*

### *Blossom Acres*

Description: Blossom Acres is a government subsidized housing complex in Benton Harbor that serves low-income families. The Population Health team and other Lakeland staff provide health education/information and trainings to families who live in the neighborhood. The intent is to engage families in community-led programming and events based on their identified needs to address barriers to achieving optimal health.

- Anticipated Impacts: There will be an increase in trust between residents of Blossom Acres, the Population Health team and Lakeland staff; changes in knowledge, attitudes and behaviors of key stakeholder groups that promote community health and wellbeing; increased capacity and engagement of Blossom Acres residents and Lakeland team members to improve community health and wellbeing; and an increase in social cohesion among Blossom Acres residents.
- Resources: Population Health team and Lakeland team members.
- Collaborations: ALPACT (Advocates and Leaders for Police and Community Trust), Andrews University (nursing students), InterCare Community Health, Riverwood Center. *Other collaborators may emerge as the program evolves.*

### *Buss Projects*

Description: Buss is a government subsidized housing complex in Benton Harbor that serves low-income families. The Population Health team and other Lakeland team members will provide health education and trainings to families who live in the neighborhood. The intent is to engage these families in community-led programming and events based on their identified needs and to address barriers to achieving optimal health.

- Anticipated Impacts: There will be an increase in trust between residents of Buss, the Population Health team and other Lakeland members; changes in knowledge, attitudes and behaviors of key stakeholder groups that promote community health and wellbeing; an increase in the capacity and engagement of Buss residents and Lakeland staff to improve community health and wellbeing; and an increase in social cohesion among Buss residents.
- Resources: Population Health and other Lakeland team members.
- Collaborations: ALPACT (Advocates and Leaders for Police and Community Trust), Andrews University (nursing students), InterCare Community Health, Riverwood Center. *Other collaborators may emerge as the program evolves.*

### *Gateway Plaza*

Description: Gateway Plaza is an independent living community located in Niles for low-income individuals who are either disabled or elderly. In 2019, Lakeland introduced an on-site community outreach worker, registered nurse and medical residents who provide health training and education along with administering preventive health screenings. In addition,

Lakeland team will work to facilitate the development and growth of an on-site support group to provide the residents with support and encouragement to better manage their health and the health of their community.

- Anticipated Impacts: There will be an increase in trust between the residents of Gateway Plaza, the Population Health team, the medical residents of Lakeland's Graduate Medical Education program, and other Lakeland team members; changes in knowledge, attitudes and the behaviors of the key stakeholder groups that promote community health and wellbeing; an increase in the capacity of Gateway Plaza residents and the Lakeland team to improve community health and wellbeing; and an increase in resident-driven discussions about programming that will encourage attitude and behavior changes with respect to health and healthcare.
- Resources: Population Health team and other Lakeland team members, including a diabetes educator, Family Medicine residents of the Graduate Medical Education program, and a registered dietitian.
- Collaborations: Andrews University, Berrien County Community Mental Health Authority, Riverwood Center, and TrueNorth. *Other collaborators may emerge as the program evolves.*

#### *Harbor Towers*

Description: Harbor Towers is a government subsidized housing complex in Benton Harbor that serves low-income families and people who are suffering from physical and/or mental illness. Wellness checks will be offered to particularly vulnerable residents who need assistance with medication adherence, attending scheduled doctor appointments, dental care, and planning for annual physicals. In addition, a community outreach worker will administer blood pressure screenings for residents who are taking blood pressure medications, and others upon request.

- Anticipated Impacts: There will be an increase in social cohesion/support among residents of Harbor Towers; an increase in trust between the residents of Harbor Towers, the Population Health team, medical residents of Lakeland's Graduate Medical Education program, and other Lakeland team members; changes in knowledge, attitudes and the behaviors of the key stakeholder groups that promote community health and wellbeing; and an increased capacity of Harbor Towers residents and Lakeland team members to improve community health and wellbeing.
- Resource: Population Health team.
- Collaborations: ALPACT (Advocates and Leaders for Police and Community Trust), Andrews University, InterCare Community Health, Berrien County Community Mental Health Authority, and TrueNorth. *Other collaborators may emerge as the program evolves.*



### *Lakeview Terrace*

Description: Lakeview Terrace is an independent living community located in St. Joseph for low-income individuals who are either disabled or elderly. In 2020, Lakeland introduced an on-site community outreach worker, registered nurse and medical residents who provide health training and education and administer preventive health screenings. In addition, Lakeland team members work to facilitate the development and growth of an on-site support group to provide the Lakeview Terrace residents with support and encouragement to better manage their health and the health of their community.

- Anticipated Impacts: There will be an increase in trust between the residents of Lakeview Terrace, the Population Health team, medical residents and other Lakeland team members; changes in knowledge, attitudes and behaviors of the key stakeholder groups that promote community health and wellbeing; an increase in the capacity of Lakeview Terrace residents and Lakeland team members to effectively improve community health and wellbeing; an increase in resident-driven discussions about programming that will encourage attitude and behavior changes with respect to health and healthcare.
- Resources: Population Health team and other Lakeland team members including, medical residents of the Graduate Medical Education program.
- Planned Collaborations: Andrews University, Berrien County Community Mental Health Authority and TrueNorth. *Other collaborators may emerge as the program evolves.*

### *Community Food Network*

Description: The Community Food Network is a food cooperative program for low-income families and individuals located in Benton Heights. Population Health and/or Lakeland team members, including medical residents of the Graduate Medical Education program will work with community partners to provide health education/information and preventive screenings in accordance with the needs as identified in the CHNA.

- Anticipated Impacts: There will be an increase in trust between the members of the Community Food Network, the Population Health team, the medical residents of Lakeland's Graduate Medical Education program, and other Lakeland team members; changes in knowledge, attitudes and the behaviors of the key stakeholder groups that promote community health and wellbeing; an increase in the capacity of Community Food Network members and Lakeland team members to improve community health and wellbeing; and an increase in resident-driven discussions about programming that will encourage attitude and behavior changes with respect to health and healthcare.
- Resources: The Population Health team and other Lakeland team members including, medical residents from the Graduate Medical Education program.

- Planned Collaborations: First Church of God – Benton Heights, Harris Family Farm Foundation and New Heights Christian Community Development Association. *Other collaborators may emerge as the program evolves.*

#### *Benton Heights Community Dinners*

Description: Lakeland team members will engage with community partners to provide a healthy meal once monthly for the residents of the Benton Heights neighborhood. These community dinners will be held to help improve the neighborhood’s social network and institutional trust in Lakeland and other local organizations. During the dinners, relevant programming will be presented to help build the community’s capacity to manage the health of its members and the community at large.

- Anticipated Impacts: There will be an increase in social cohesion among Benton Heights residents; enhanced ability of food insecure individuals to prepare healthy meals; increased trust among the members of the Community Food Network, the Population Health team, medical residents of Lakeland’s Graduate Medical Education program, and other Lakeland team members; changes in knowledge, attitudes and the behaviors of key stakeholder groups that promote community health and wellbeing; increased capacity of Community Food Network members and Lakeland team members to improve community health and wellbeing; and increased resident-driven discussions about programming that will encourage attitude and behavior changes with respect to health and healthcare.
- Resources: Population Health team and other Lakeland team members including, medical residents of the Graduate Medical Education program.
- Collaborations: Benton Heights Community Development Council, First Church of God – Benton Heights and the Harris Family Farm Foundation. *Other collaborators may emerge as the program evolves.*

#### **Healthcare Resources**

##### **Action 1: Coordinated School Health (K-12 School-based Health)**

Description: Coordinated School Health is an integrated set of planned, sequential, school-affiliated strategies, activities and services that promote optimal physical, emotional, cognitive, social, and educational development of students. The program utilizes a “whole child” framework in which educators, families, community members and policymakers in health and educational sectors collaborate to improve children’s development. This collaboration reflects the symbiotic relationship between learning and health and support the development of an aligned and integrated curriculum. Outputs of this program will include: a county-wide Coordinated School Health team; multidisciplinary coordinated school health teams in all Berrien County school districts; school health assessments to determine students’ priority health needs and resources to address those needs; increased student, staff and parental

engagement; staff professional development on topics related to inclusion, mental health, resiliency, and trauma; a new human growth/development/sexual health curriculum developed in collaboration with the Graduate Medical Education program; and a model for use of telehealth at a school-based health center.

- Anticipated Impacts: Improvements in the health of area youth.
- Resources: Population Health team, Lakeland Care, Inc. and the medical residents of the Graduate Medical Education program at Lakeland.
- Planned Collaborations: Berrien County schools including, but not limited to, Benton Harbor, Berrien Springs, Brandywine, Bridge Academy, Buchanan, Coloma, Lighthouse, Niles, St. Joseph, and Watervliet; Berrien Regional Education Service Agency (RESA); Boys and Girls Club of Benton Harbor; Michigan Department of Education; Michigan Department of Transportation; Michigan Fitness Foundation; Michigan State University Extension; OutCenter of Southwest Michigan; Tri-County Head Start; Van Buren Intermediate School District; and YMCA of Southwest Michigan.

## Action 2: Community- and School-based CPR

### *Community-based CPR*

Description: Community-based CPR provides an evidence-based curriculum from the American Heart Association to improve knowledge and skills of CPR/AED. Participants will learn how to check for scene safety and assessment of victims, chest compressions, giving breaths, and proper use of an AED.

- Anticipated Impacts: More community members, especially those that live in or serve in high-needs<sup>5</sup> areas.
- Resources: The Population Health team and other Lakeland team members including the Graduate Medical Education program.
- Planned Collaborations: Boys and Girls Club of Benton Harbor, Department of Health and Human Services, Niles District Library, and public school districts including, but not limited to, Benton Harbor, Berrien Regional Education Service Agency (RESA), Brandywine, Buchanan, Coloma, Eau Claire, Niles, and Watervliet.

### *School-based CPR*

Description: School-based CPR will provide an evidence-based curriculum from the American Heart Association to improve knowledge and skills of CPR/AED of school staff who will, subsequently, administer CPR instruction to students. All participants will demonstrate the ability to check for scene safety and assessment of victims, chest compressions, giving breaths, and proper use of an AED. Upon completion of this HeartSaver<sup>®</sup> adult/child/infant certification,

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<sup>5</sup> "High-needs" identified as communities with low life expectancy and/or high mortality rates.

teachers will gain access to the American Heart Association’s Family and Friends CPR/AED curriculum and Population Health’s department’s CPR equipment to provide CPR/AED instruction to students.

- Anticipated Impacts: Improved teacher, staff and student knowledge of key CPR skills and ability to execute the skills in half of Berrien County’s public-school districts.
- Resource: Population Health team.
- Planned Collaborations: Boys and Girls Club of Benton Harbor, Department of Health and Human Services, Niles District Library, and public school districts including, but not limited, to Benton Harbor, Berrien Regional Education Service Agency (RESA), Brandywine, Buchanan, Coloma, Eau Claire, Niles, and Watervliet.

<i>Programs</i>	<i>Priority Health Needs Addressed By Each Program</i>						
	Mental Health	Obesity	Food Environment	Recreational Environment	Physical Environment	Social Cohesion /Support	Healthcare Resources
Mental Health	X						
Prescription for Health			X				X
Twin Cities Harbor Revitalization Project			X	X	X	X	
Barbershop Initiative							X
Catholic Community Center	X	X	X				
Blossom Acres and BUSS						X	X
Gateway Plaza	X					X	X
Harbor Towers						X	X
Lakeview Terrace	X					X	X

Programs	Priority Health Needs Addressed By Each Program						
	Mental Health	Obesity	Food Environment	Recreational Environment	Physical Environment	Social Cohesion /Support	Healthcare Resources
Community Food Network	X		X				
Benton Heights Community Dinners			X			X	
Coordinated School Health	X		X	X	X	X	X
Community- and School-based CPR							X

## POPULATION HEALTH STRATEGY

Description: Programs and projects, such as the ones that comprise the Community Health Education category beginning on page 2, typically bring about modest and short-term results. They rarely achieve deep and sustainable change because they are embedded in contexts (e.g., structures and systems) that do not support, and often, actively undermine, permanent change. Because health is determined by more factors than medical interventions, access to healthcare, and human biology; because such variables (e.g., housing, education, food, transportation, employment, and safety) are many, interconnected and synergistic; and because their impacts on health are direct, indirect and non-linear, Lakeland's efforts to achieve meaningful and sustainable improvements in population health require a systems' view that reveals the linkages among the variables, thereby, providing the insights and information required to develop and execute the structural interventions needed to address the root causes of poor health (i.e., a Population Health Strategy).

The Population Health Strategy will be characterized by four key attributes:

- First, it will be *structurally focused*. It will expand community and health system capacities to address the structural and social determinants of health; it will address health inequities through policy and practice reforms; and it will seek to change health by changing community and organizational contexts (and related behavioral incentives) as opposed to service provisions and efforts aimed at direct intra- or inter-personal changes.
- Second, it will be informed by a *high levels of community participation and high levels of community buy-in*. Decision making will be highly cooperative and collaborative; it will leverage local knowledge, lived experiences and information from past or current efforts to address health inequities; and community partners will have authentic and influential roles in strategy development and execution.
- Third, it will engage *multiple partners from a broad and diverse cross-section of professions, perspectives, industries and sectors* reflecting the wide range of social, economic and environmental factors that determine health. It will foster new, innovative and untraditional partnerships; and it will employ collaborative methods and arrangements that support sustainable partnerships.
- Fourth, *the strategy will produce sustainable* structures and processes that support the three aforementioned attributes and help ensure its long-term financial and organizational viability.

Listed below are the actions, as well as their anticipated impacts, requisite Lakeland resources, and planned community collaborations, undertaken to lay the groundwork for the development of a Population Health strategy.

**Action 1: Develop and implement a *Population Health curriculum*.**

Description: A curriculum will be developed to increase community and organizational (including health system) capacity to execute permanent improvements in population health. The curriculum will address such questions as, what is population health, what are the social and structural determinants of health, and how are they related? What is health equity and why does it matter? What are institutions, structures and systems, and how do they impact health? What is public policy and government legislation, how are they made, and how do they impact health? How are effective community coalitions built and sustained? Other topics may include community organizing, advocacy and civic engagement; and information on legal rights in areas such as housing, employment, education, and law enforcement. Curricular content will be mined from CHNA findings; information and insights gathered from Community Health Education programming; and findings from community-based participatory research activities. The curriculum will be administered in a variety of formats and settings based on how the key stakeholders best receive and digest information. The curriculum will be evaluated and refined using a continuous learning model.

- Anticipated Impacts: There will be an increase in community and organizational capacity to improve population health.
- Resources: Population Health team, including the Community Benefits reporting team, and Lakeland University.
- Planned Collaborations: Berrien County Health Department, other local municipal bodies, community organizations, Robert Wood Johnson Foundation, and the Community Grand Rounds Team. *Other collaborators may emerge as the effort evolves.*

**Action 2: Administer the *Pathways to Population Health Compass* throughout the Lakeland system.**

Description: The Pathways to Population Health Compass (Compass) is a tool developed by the Institute for Healthcare Improvement to assess a healthcare organization's activities, attitudes and behaviors vis-a-vis population health. The results of the Compass will be analyzed, interpreted, disseminated, and used to inform the Population Health strategy. The Compass assesses organizational attributes such as board and senior leadership commitment to population health, organizational commitment to equity, evolution in payment models, and partnerships with people with "lived experiences." It also assesses organizational efforts to improve physical and/or mental health; social and/or spiritual wellbeing; community health and wellbeing; and engage in large-scale "communities of solutions" (i.e., an Anchor Strategy).

- Anticipated Impacts: A clearer understanding of Lakeland's organizational commitment to population health and readiness to develop and pursue a Population Health strategy.
- Resource: The Population Health team.

- **Planned Collaborations:** As this action involves an internal systemwide assessment, external stakeholders will not be included.

Action 3: Host a ***Population Health Roundtable*** to gather the information, insights and contacts required to develop a framework for the development of a population health strategy.

Description: The development of a strategy to sustainably improve population health is a massive undertaking and, for Lakeland, uncharted waters. To help build our organizational knowledge-base and capacity to develop such a strategy, we will host a convening of experts from a wide cross-section of professions and industrial sectors. The goal of the convening will be to bring clarity on the issues, considerations, and potential challenges, opportunities, risks, and rewards that should inform the strategy's development. Attendees will include professionals in academia (the social and medical sciences); health systems; private insurers; federal, state and local government bodies across all social determinants; philanthropists; professional associations; community organizations; media; and faith communities. Attendees will be individuals who are well-versed in areas such as strategy development; systems reforms; community engagement; human resources; organizational and community change; and research, evaluation and monitoring. The group will also be diverse by gender, race, ethnicity, geography, and other relevant social identifiers.

- **Anticipated Impacts:** A framework (i.e., vision, branding, goals, objectives, and resource requirements) and Theory of Change for a population health strategy that provides a template for community health improvement.
- **Resources:** Population Health team, Senior Leadership Team, and Community Benefit committee of the board of directors.
- **Planned Collaborations:** National, regional and local organizations that send attendees to the Roundtable event. *Other collaborators may emerge as the effort evolves.*

Action 4: Develop and execute a ***Community-Based Participatory Research*** agenda.

Description: Community-Based Participatory Research (CBPR) is an approach to scientific inquiry that engages community members as equal partners in all aspects of the research process: problem identification; methods selection; data collection, analysis and interpretation; and dissemination of the findings. While conducting the CHNA, many questions emerged (e.g., how is institutional trust built and sustained), the answers to which hold promise in unearthing some of the complex root causes of the health challenges faced by our community. Questions that merit investigation will also emerge from the execution and evaluation of Community Health Education programming. The results of the CBPR will not only inform the Population Health Strategy, but the 2022 CHNA, as well.



- Anticipated Impacts: A research agenda that is collaboratively developed with the community and addresses questions that are critical to Lakeland’s population health improvement efforts.
- Resources: Population Health team, include the Population Health Partners, Graduate Medical Education program, and Lakeland University.
- Planned Collaborations: Berrien County Health Department, Andrews University, Western Michigan University, University of Notre Dame, Michigan State University, and other institutions of higher education. *Other collaborators may emerge as the effort evolves.*

Action 5: Re-engineer **community benefit** reporting infrastructure and processes.

Description: One of the intended impacts of the Affordable Care Act is to align health systems’ allocations of community benefits<sup>6</sup> with health needs identified in the CHNA. The following activities will be executed to achieve alignment: the purchase of new community benefits reporting software (Community Benefit Inventory for Social Accountability or CBISA) that will be used systemwide; internal education and awareness building will be undertaken to improve organizational understanding of what community benefits are, why they are important, and what counts as a community benefit; and regular communication with the Lakeland Board of Directors at quarterly meetings to seek direction, advocacy and help elevate this work through the establishment of new metrics around trust.

- Anticipated Impacts: Community benefits will more closely align with community health needs as identified in the CHNA.
- Resources: Population Health team, Finance department, Lakeland University, Marketing and Communications, Spectrum Health Corporate, and the Senior Leadership Team and other Lakeland leadership.
- Planned Collaborations: Lyon Software, including CBISA trainers.

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<sup>6</sup> Community benefits are programs and services designed to promote health and healing in communities. They provide a measure of Lakeland’s response to priority health needs as identified in the CHNA.

To qualify as a community benefit, a program or service must adhere to at least one of the following criteria:

- Support Lakeland’s community-based mission to “improve health, inspire hope and save lives.”
- Target underserved and/or vulnerable populations.
- Increase access to healthcare regardless of one’s ability to pay.
- Improve knowledge through education and/or research.
- Enhance overall public health.

Community benefits reporting is required to maintain Lakeland’s status as a not-for-profit, tax-exempt healthcare organization.

Action 6: Support the evolution, growth and development of the ***Population Health Committee*** of the Lakeland Board of Directors.

Description: Historically, the responsibility of the Community Benefits Committee of the Lakeland Board of Directors has been limited to approval of the health system's community benefits report for IRS purposes. With recent pivots toward an organizational commitment to advancing population health, the name of the committee has been changed from Community Benefits to Population Health. Additionally, its role is being re-invigorated and redefined with a clear mandate to provide strategic guidance over efforts to improve the health of all people who reside in Lakeland's service area, not just patients who receive care at a Lakeland facility.

- Anticipated Impacts: The Population Health Committee of the Board will have clearer mandates, directions, goals, metrics, and accountabilities.
- Resources: The Population Health team and the Population Health Committee of the Board.
- Planned Collaborations: Non-board members of the Population Health Committee, including representatives of other local healthcare providers, funders, municipalities, area businesses, and community organizations.

Action 7: Build a ***Culture of Continuous Learning*** among Population Health team members.

Description: The work of creating, executing and evaluating an organizational strategy for population health is a new exercise that requires new knowledge, skills and expertise. To increase organizational capacity to do this work, the Population Health team will engage in a continuous cycle of learning, reflection, innovation, and evaluation. To fulfill these needs, the team will also continually assess its educational and professional developmental needs; enroll in webinars, classes, programs, and other training opportunities; and advocate for and recruit new hires.

- Anticipated Impact: An ongoing educational/training needs assessment that will provide clarity on the new skills and competencies required to move Lakeland's population health agenda forward.
- Resources: The Population Health team and Lakeland University.
- Planned collaborations: The Berrien County Health Department.

## **PROGRAM EVALUATION**

Description: The entire Implementation Strategy (IS) will be subject to a formative and summative evaluation process to assess its success in meeting its goals, objectives and anticipated impacts. The work will be executed by an independent evaluation team, whose findings will be used to inform and, as needed, refine Lakeland's efforts to improve population health.

- Anticipated Impact: The information provided by the evaluation team will ensure the efficacy and success of the IS.
- Resource: The Population Health team.
- Planned Collaborations: Western Michigan University and Corey Smith, LLC.

This IS reflects the Population Health team's commitment to go beyond the IRS's statutory requirements for efforts to address CHNA-identified health needs, and to think more deeply about ways to advance population health in a meaningful and sustainable way. Therefore, this IS contains not only the conventional community health interventions (e.g., classes, trainings and screenings), but it also includes a path for achieving more fundamental reforms required for sustained improvements in population health.

**Population Health**

Mission: To intentionally foster an environment where optimal health is achievable for everyone.

Vision: A thriving, resilient and socially cohesive community.