

Spectrum Health
United & Kelsey 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 (CHNA) 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 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 United & Kelsey 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

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.

SARS-Covid-19

On January 9, 2020, the World Health Organization reported a pneumonia afflicting 54 individuals in Wuhan, China. The infections were traced to a new coronavirus, SARS-CoV-2, which quickly swept the globe in a deadly pandemic. A state of emergency was declared in Michigan on March 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.

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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 by assuring that women in the community are receiving appropriate and timely care. This will be done by increasing the number of high-risk women receiving adequate prenatal care and increasing the number of women enrolled in the maternal infant health program.

| Population Served | Action | Measurable Impact |
|---|---|---|
| Pregnant women and infants up to 18 months of age | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Obstetrics & Gynecology provider offices and Spectrum Health United & Kelsey Hospitals Labor & Delivery Department will increase annual referrals to the Maternal Infant Health Program (MIHP) from 100 to 130. | At least 130 referrals per year into the Maternal Infant Health Program by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health, will increase annual Maternal Infant Health Program (MIHP) enrollment rates from 27% to 35%. | Increase the Maternal Infant Health program enrollment rate to 35% annually 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 Core Health Program that aims to provide support in chronic disease management.

| Population Served | Action | Measurable Impact |
|---|---|--|
| Medicare patients of Spectrum Health rural health clinics | By December 31, 2022, Spectrum Health United & Kelsey Hospitals providers will increase annual referrals to the Core Health Program from 84 to 126. | Increase annual referrals to the Core Health program from Spectrum Health United & Kelsey providers from 84 to 126 by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will improve successful discharge rate of Core Health participants to 59%. | Increase successful discharge rate of Core Health participants to 59% by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will improve Quality of Life measures of Core Health participants from a score of 52.6% to a score of 58%. | Improve Quality of Life measures of Core Health participants to a score of 58% by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will maintain Core Health program's social determinants of health risk reduction score at 80%. | In the Core Health Program, maintain the social determinants of health risk reduction score at 80% through 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 United/Kelsey market area.

| Population Served | Action | Measurable Impact |
|--|---|--|
| General population, in Montcalm county | 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 United & Kelsey 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 United/Kelsey 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. |

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Significant Health Need: Mental Health

Mental Health

We have unmet needs for mental health within our communities. We will address this unmet need using the school-based behavioral health clinic for high school students attending Montcalm Public Schools to increase accessibility to a behavioral health clinic.

| Population Served | Action | Measurable Impact |
|--|--|--|
| High school students attending Montcalm Public Schools | By December 31, 2022, Spectrum Health United & Kelsey Hospitals will collaborate with Montcalm County public schools and Spectrum Health Virtual Health to expand School-Based Behavioral Health clinics from three to five. | Implementation of two School-Based Behavioral Health clinics in Montcalm County public schools by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals in collaboration with Spectrum Health Virtual Health will serve an average of 16 students at each School-Based Behavioral Health Clinic in Montcalm County | Serve an average of 16 students per week at each School-Based Behavioral Health clinic in Montcalm county by December 31, 2022. |
| | By December 31, 2022, 50% of students participating in School-Based Behavioral Health clinics will successfully complete their therapy programs. | Individual completion of the School-Based Behavioral Health Clinic therapy program by 50% of high school students served by December 31, 2022. |

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 United/Kelsey Hospital Service area in efforts to increase access to behavioral health services.

| Population Served | Action | Measurable Impact |
|--|---|---|
| Spectrum Health United & Kelsey Hospitals patients | By December 31, 2022 expand psychiatry consultative services for adult patients within Spectrum Health United & Kelsey Hospitals through utilization of 24/7 inpatient consultative services. | By December 31, 2021 expand psychiatry consultative services for adult patients within Spectrum Health United & Kelsey Hospitals through utilization of 24/7 inpatient consultative services. |

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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 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 |
|---|--|---|
| Community members wanting to dispose of unused medications and used needles | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health collaborate with local law enforcement to expand the number of permanent locations for needle take back events from three to five collecting 250 sharps containers and 750 pounds of needles. | Increase the number of permanent locations for needle take back events from three to five 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 the Project Assert for Spectrum Health United/Kelsey patients misusing substances by increasing substance misuse screening and subsequent referrals.

| Population Served | Action | Measurable Impact |
|--|---|--|
| Spectrum Health United & Kelsey Hospitals patients misusing substances | By December 31, 2022, Spectrum Health United & Kelsey Hospitals will expand the Project Assert Program from the Emergency Department to the Obstetrics & Gynecology office and Convenient Care site. | Expand the Project Assert Program by two sites by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will increase the number of patients being referred annually to Project Assert from 50 to 100 patients. | Increase referrals made to Project Assert by 50 patients by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will increase the total number of annual referrals related to substance misuse services from 100 to 200. External partners include Wedgewood Christian Services. | Increase total number of annual referrals related to substance misuse services from 100 to 200 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 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 and using tobacco products | By December 31, 2022, as a result of referral by Spectrum Health United & Kelsey Hospitals providers, 20 women will enroll in the Smoking Cessation and Reduction in Pregnancy Treatment (SCRIPT) program. | Referrals by Spectrum Health United/Kelsey providers resulting in 20 pregnant women enrolling in the SCRIPT program by December 31, 2022. |
| | By December 31, 2022, 5 women referred to the Smoking Cessation and Reduction in Pregnancy Treatment program will report a reduction in use of tobacco and/or nicotine products during their pregnancy. | Reduction of reported tobacco and/or nicotine products among 5 pregnant women participating in the SCRIPT program by December 31, 2022. |
| Community members using tobacco products | By December 31, 2022, as a result of referral from Spectrum Health United & Kelsey Hospitals providers, 20 individuals will enroll in a tobacco/nicotine cessation program. | Referrals by Spectrum Health United/Kelsey providers resulting in 20 individuals enrolling in a tobacco nicotine cessation program by December 31, 2022. |
| | By December 31, 2022, 25% of participants in the tobacco/nicotine cessation program will report a reduction in the use of tobacco/nicotine products. | Reduction of reported tobacco and/or nicotine products among 25% of individuals participating in the tobacco/nicotine cessation program by December 31, 2022. |
| | By December 31, 2022, 5% of individuals enrolled in the tobacco/nicotine cessation program will report being tobacco and/or nicotine free at the end of the program. | 5% of individuals reporting being tobacco and/or nicotine free 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 unmet need using marijuana misuse prevention education in Montcalm area high schools.

| Population Served | Action | Measurable Impact |
|--|---|--|
| 9th grade students attending public schools at Montcalm high schools | By December 31, 2022, Spectrum Health United & Kelsey Hospitals, will provide marijuana use prevention education to 9th grade students in seven Montcalm County Public Schools. | Marijuana use prevention education to 9th grade students in seven public schools 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 opioids prescribed by Spectrum Health providers. This will be done by implementing opioid prescribing guidelines for our providers.

| Population Served | Action | Measurable Impact |
|---|---|--|
| Spectrum Health United & Kelsey Hospitals patients misusing substances | 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. |
| Spectrum Health United & Kelsey Hospitals patients misusing substances. | 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 score-cards 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 |
|---|--|--|
| Spectrum Health United & Kelsey Hospitals patients misusing substances. | 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. |

Significant Health Need: Substance Use Disorder

Substance Use Disorder

We have unmet needs 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. |

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Significant Health Need: Obesity

Obesity

We have unmet needs for obesity within our communities. We will address this unmet need using a weight management program for overweight adult community members. This will function to increase participants in the Weight Management Program and the proportion of those meeting their lifestyle goals.

| Population Served | Action | Measurable Impact |
|------------------------------------|---|--|
| Overweight adult community members | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will add 30 new participants in the Weight Management Program. | 30 new participants in the Weight Management Program by December 31, 2022. |
| | By December 31, 2022, 50% of participants in the Spectrum Health United & Kelsey Hospitals Weight Management Program will report achieving their predetermined health and/or lifestyle goals. | 50% of participants in the Weight Management Program reporting their goal was achieved (e.g., weight, lifestyle goals) by December 31, 2022. |

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 Montcalm public schools. This aims to develop positive behavior related to nutrition and physical activity.

| Population Served | Action | Measurable Impact |
|---|---|---|
| Students grade K-5 in Montcalm public schools | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will increase Montcalm public schools participating in the CATCH program from two to three. | Increase CATCH program in Montcalm public schools from two to three by December 31, 2022. |
| | By December 31, 2022, 70% of teachers in participating schools will report observing positive changes in student behavior related to nutrition and physical activity. | Of schools participating in CATCH, 70% of teacher reported positive change in student behavior related to nutrition and physical activity by December 31, 2022. |
| | By December 31, 2022, 90% of teachers in participating schools will report that by utilizing CATCH materials they feel that they are making a positive contribution to the overall culture of health within the school. | Of schools participating in CATCH, 90% of teachers reporting perception of positive contribution to the overall culture of health within the school by December 31, 2022. |

Significant Health Need: Obesity

| Population Served | Action | Measurable Impact |
|---|--|---|
| Students grade K-5 in Montcalm public schools | By December 31, 2022, 90% of teachers in participating schools will utilize a virtual CATCH option to further supplement health education for students in grades K-5th. | Of schools participating in CATCH, 90% of teachers will utilize a virtual CATCH option by December 31, 2022. |
| | By December 31, 2022, each school participating in Coordinated Approach to Child Health will implement at least one policy or environmental support designed to improve student nutrition and/or increase physical activity during the school day. | Of schools participating in CATCH, implementation of at least one policy or environmental support by December 31, 2022. |

Obesity

We have unmet needs for obesity within our communities. We will address this unmet need using the Prescription for Health program and nutrition education for community residents. This aims to increase access to fruits and vegetables, knowledge on healthy eating and physical activity.

| Population Served | Action | Measurable Impact |
|---|---|---|
| Underserved community members and the general population in Montcalm County | By December 31, 2022 participants in the Prescription for Health will redeem 1,000 health vouchers at farmers markets in Montcalm County. | Prescription for Health vouchers utilized by 1,000 community members by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will establish Prescription for Health vouchers program at three farmers markets in Montcalm County. | Establishment of Prescription for Health vouchers program at three farmers markets in Montcalm county by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will provide 2,000 community members nutritional education through a virtual format. | Virtual nutrition education provided to 2,000 community members by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will provide 1,500 community members fresh produce via the YMCA Veggie Van. | Fresh produce provided to 1,500 community members via the YMCA mobile Veggie Van by December 31, 2022. |
| | By December 31, 2022, Spectrum Health United & Kelsey Hospitals Community Health will provide technical assistance to at least one municipality to implement a policy related to increasing opportunities for residents to be more physically active. | Implementation of one policy by one municipality that aims to increase opportunities for residents to be more physically active by December 31, 2022. |

Glossary

| | Description |
|--|---|
| 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. |
| Core Health | Core Health is a community-based program offering free in-home /virtual services. The program utilizes a multi-disciplinary care team comprised of RN and CHWs, who walk alongside vulnerable, inequitably supported, older adults to help them manage their chronic disease (diabetes, heart failure and/or COPD), access mental health support and/or navigate social determinants of health resources. |
| Go team | An at elbow support staff for offices offering medication assisted treatment for opioid use disorder. |
| Marijuana Use Education Prevention | A school-based program to educate adolescent students on Marijuana use prevention. Students are educated on the effects of Marijuana and taught coping strategies with social influences. |
| Maternal Infant Health Program | The Maternal Infant Health Program (MIHP) is the largest home-visiting program in Michigan. Services are a benefit of Medicaid for women who are pregnant, and for newborns until the age of 18 months. Services are intended to promote healthy pregnancies, positive birth outcomes, and infant growth and development. The ultimate goal of MIHP is to reduce infant mortality in vulnerable populations in Michigan. |
| 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. |
| Prescription for Health | Prescription for Health program connects patients to their local farmers markets through their medical clinics. Health care providers write "prescriptions" for their patients to eat more fruits and vegetables, and patients redeem their prescriptions at the farmers market. |
| Project Assert | Alcohol & Substance Abuse Services, Education, & Referral to Treatment (ASSERT) is an innovative program of the Yale-New Haven Hospital (YNHH) Emergency Department that helps patients access drug & alcohol treatment services. Project ASSERT places skilled Health Promotion Advocates (HPA's) in hospital Emergency Departments to screen, provide a brief intervention & directly refer patients to specialized care. |
| Provider Scorecards for Opioid Prescribing | An internal dashboard that displays data around opioid prescribing at the department, office, and provider level. |
| School-Based Behavioral Health Clinic | A comprehensive integrated program for the behavioral health prevention, identification and treatment of students within a school setting. |

Glossary

| | Description |
|---|--|
| 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. |
| Tobacco Cessation Program | Spectrum Health's Tobacco Cessation program seeks to decrease tobacco and nicotine use; prevent youth from starting tobacco and nicotine use; and advocate for policy change related to availability and use of nicotine products. The approach includes a strong community, collective-impact partnership; complete integration into the electronic medical record during medical visits; and a client-centered cessation program. |
| Weight Management Program | A Registered Dietician lead program designed to educate individual change behavioral habits resulting a healthier weight. |
| YMCA Veggie Van | The YMCA Veggie Van is West Michigan's first and only mobile farmers market. Veggie Van's two vehicles run year-round, making daily stops in urban neighborhoods throughout Grand Rapids and Muskegon, ensuring that fruits and vegetables are available to people who otherwise have limited access to fresh produce. This program grows and sells locally grown, top-quality fruits and vegetables at reduced prices. Additionally, the Veggie Van is able to accept SNAP, Senior Project Fresh/Market FRESH, and W.I.C. Project Fresh benefits. |



**Spectrum
Health**

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

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

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