

# Implementation Plan for Needs Identified in the Community Health Needs Assessment for *Spectrum Health Hospitals d/b/a* *Spectrum Health Grand Rapids*

FY 2013-2015

## **Covered Facilities: Spectrum Health Hospitals d/b/a Spectrum Health Grand Rapids**

- Spectrum Health Medical Center, including
  - Spectrum Health Butterworth Hospital
  - Helen DeVos Children’s Hospital
  - Fred and Lena Meijer Heart Center
  - Lemmen-Holton Cancer Pavilion
  
- Spectrum Health Blodgett Hospital
  
- Outpatient and Ambulatory Sites, including
  - Ambulatory Surgery Centers
  - Urgent Care Centers
  - South Pavilion and West Pavilion

**Community Health Needs Assessment:** A Community Health Needs Assessment (“CHNA”) was performed in Fall 2011 in collaboration with more than 80 partners including the area’s major hospitals, mental health providers, community aid foundations and the Kent County Health Department to determine the most pressing health needs of Kent County and Grand Rapids, Michigan.

**Implementation Plan Goals:** The Board of Trustees of Spectrum Health Hospitals (“Hospital”) has determined that the following health needs identified in the CHNA should be addressed through the implementation strategy noted for each such need:

## 1. Access to Healthcare –

### *Specific Needs Identified in CHNA:*

- Ensure all community members, including the uninsured and working poor have access to healthcare, including access to a preventive care and a medical home (page 57; ranking number 1)
- Improve access to affordable healthcare (page 56; ranking number 2)
- Key Objectives:
  - Increase the proportion of persons with a usual primary care provider
  - Increase the number of practicing primary care providers
- Implementation Strategies:
  - Implementation of the Community Medicine Clinic (FY12-14) in partnership with Spectrum Health Medical Group. The Clinic will be funded by the Hospital, but operated by the Medical Group.

The fully developed Community Medicine Clinic will include 3 phases over the course of 5 years. The clinics will embrace the Primary Care Transformation Model in which the focus is on access and patient experience. In the Transformation Model, primary care offices will utilize a team-based care approach including care managers, social work, certified diabetic educators, pharmacy and advanced practice providers to deliver disease management care. Success of this model will be measured through decreased medical admission and decreased emergency department and urgent care visits.

#### The goals:

1. Phase 1: Development of initial clinic to include two Family Medicine Physicians and three Advanced Practice Providers. The clinic will allow for approximately 25,000 patients visits per year, or 8,000-10,000 patients. The patient mix to start will be approximately 80% adult and 20% pediatrics. The clinic will offer extended hours including 8am-8pm Monday through Friday and 8am-12pm on Saturday. It is anticipated that 15.7 FTE support staff will need to be hired.
- Increase the number of practicing primary care providers over a three-year period. (FY12-14) in partnership with Spectrum Health Medical Group.

#### The goals:

1. Hiring 5 physicians and 14 Advance Practice providers per year.

## 2. Health Literacy, Awareness and Education –

### *Specific Needs Identified in CHNA:*

- Develop strategies for engaging high school students in activities that are healthy and safe (page 56; ranking 13)
  - Reduce racial disparities in infant mortality (page 57; ranking 3)
  - Reduce racial disparities in access to care and health outcomes (page 57; ranking 6)
- Key Objectives:
    - Increase the proportion of the Nation’s elementary, middle and senior high schools that have a full-time registered school nurse-to-student ratio of at least 1:750. (Data source: School Health Policies and Programs Study (SHPPS), CDC, NCCDPHP)
    - MICH–10: Increase the proportion of pregnant women who receive early and adequate prenatal care. (Data source: National Vital Statistics System (NVSS), CDC, NCHS)
  - Implementation Strategies:
    - Increase School Health Advocacy Program (SHAP) to include all Grand Rapids Public Schools (GRPS). (FY12-FY14)

The SHAP is a partnership between Spectrum Health and GRPS to:

1. promote health and prevent disease among children,
2. maintain safe school health environment for students and staff, and
3. minimize the impact of illness and disability on student’s health and participating in school.

This is done through the work of a health care team that includes a Registered Nurse (RN), who provides all the professional/clinical services, and a Community Health Worker (CHW) who provides on-site health services under the supervision of the RN.

The goals:

1. Add health care teams to include all of GRPS.
  - Plan to expand and add up to five (5) RN’s to service the all of GRPS. Current staffing covers 55 schools and 6 districts.

- Partnership with Grand Rapids Public Schools/School of Health Sciences (SHS) to increase the number of students entering into the health science field. (FY12-14)

The SHS is a high school that will prepare students for a variety of careers in the health profession. Students develop employability skills while learning essential academic skills and knowledge through the lens of a health science curriculum.

The goals:

1. To increase the number of Grand Rapids Public School students who choose a health career post high school by connecting education to career skills and real life experiences.
  - Students are exposed to a variety of health care careers through Spectrum Health employee/department presentations, tours, job shadows/observations, and internships.
2. To align the education curriculum to prepare students for health/science needs of the future.
  - Curriculum is aligned to health care needs and shortage positions.
3. To employ SHS students at Spectrum Health
  - Work with Human Resources/Talent Acquisition to help prepare students to meet Spectrum Health employment needs, requirements, and expectations.

Exposing students from a wide range of backgrounds to a variety of careers in health care, Spectrum Health can help fulfill the important need of possessing a diverse workforce which reflects the population that we serve and positively affects the welfare of the community.

**Other Needs Identified in the CHNA But Not Addressed in this Plan** – Each of the health needs listed below is important and is being addressed by numerous programs and initiatives operated by the Hospital, other organizations within Spectrum Health and other community partners of the Hospital. However, the Hospital will not address the following health needs identified in the CHNA as part of this Implementation Plan due to limited resources and the need to allocate significant resources to the two priority health needs identified above.

- **Ensure community members' basic needs are met**
  - Reduce the rate of food insecurity in Kent County
  - Improve access to affordable, stable, livable housing and utility assistance
  - Improve availability of transportation
  - Ensure a healthy environment and address the health effects of poor air quality
  - Increase the number of jobs that pay a livable wage
  - Reduce racial disparities in economic stability
  - Ensure a safe environment and address the effects of violent crime

- **Support community members in achieving a healthy weight**
  - Prevent obesity, including childhood obesity
  - Increase healthy eating by ensuring access to healthy foods
  - Increase physical activity by ensuring access to resources to be physically active
  - Increase healthy eating through education about healthy food choices
  - Ensure that educational materials are adapted to reflect the cultural diversity in the community
  - Improve transportation to healthy food sources and recreational facilities
- **Intervene with Youth**
  - Decrease the difference in quality among schools, ensuring all public schools offer students a high quality K-12 education
  - Increase level of educational attainment
  - Reduce the disparity in health risk factors and protective factors between students who are getting Ds/Fs and students who are getting As/Bs
  - Ensure that Hispanic/Latino youth have access to culturally appropriate services
  - Reduce alcohol use among youth
- **Ensure community members are aware of available resources**
  - Increase community members' knowledge of the resources that are currently available in the community
  - Ensure messages regarding available services are culturally appropriate and reflect the diversity in the community
- **Improve access to care & reduce disparities in chronic disease rates by race**
  - Ensure access to dental care
  - Ensure access to care for persons with mental illnesses and substance abuse disorders
  - Ensure access to care for Veterans
  - Ensure providers are available that accept Medicaid or other low-cost / free services
- **Improve quality of care for all community members**
  - Identify policy barriers to ensuring a high quality of care
  - Address inequalities in experiences with the healthcare system and perceptions of care
  - Address the root causes of disease and treat the whole person
  - Ensure culturally & linguistically appropriate care, including translation
- **Ensure mental health, substance abuse, and social service needs of community members are met**
  - Reduce heavy drinking and binge drinking among adults
  - Reverse the suicide trend among men age 45-64
  - Reduce stigma related to mental health
  - Ensure culturally appropriate mental health, substance abuse, and social services are available
  - Increase the number of mental health care providers available
  - Ensure resources are in place to address the mental health consequences of life stressors, including economic insecurity

- Increase the availability of mental health and substance abuse data and resources
- **Ensure healthy beginnings of children born in Kent County**
  - Reduce disparities in the adequacy of prenatal care
  - Increase access to preconception care for women who are of child bearing age
  - Reduce the rate of teen pregnancy
  - Reduce racial disparity in infant mortality