

Spectrum Health
Gerber Memorial
Community Health Needs Assessment

2023-2025 Implementation Strategy

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Executive Summary

In November 2022, Spectrum Health Gerber Memorial adopted the Community Health Needs Assessment, which identified the top community health needs in Newaygo County. The present report provides details on strategies Spectrum Health Gerber Memorial will utilize to address these community health needs between Jan. 1, 2023, and Dec. 31, 2025.

The significant health needs addressed in this report include behavioral health, chronic disease and access to care. These top significant health needs were identified through collaborative work with our community board, community partners, and Spectrum Health leadership. The determined objectives under each significant health need were based upon recommendations from our collaborative partners, feasibility, impact, allocation of appropriate resources and alignment with similar strategies being implemented within our community.

Spectrum Health Gerber Memorial will dedicate significant resources toward improving the health of our community in the areas of behavioral health, chronic disease and access to care, as these have been identified as top concerns of stakeholders, key informants and underserved adults. Additionally, the data in each of these are trending in a negative direction. By strengthening community collaborations and focusing on measurable outcomes, we plan to show improvement in these areas before the end of 2025.



Introduction

Mission

The mission of Spectrum Health is to improve health, instill humanity and inspire hope. Spectrum Health is deeply committed to understanding the health needs of the communities we serve and collaborating to improve health for all community members, particularly those most in need.

Description of Hospital

Spectrum Health is a not-for-profit health system that provides care and coverage, comprising 31,000+ team members, 14 hospitals (including Helen DeVos Children's Hospital), a robust network of care facilities, teams of nationally recognized doctors and providers, and the nation's third-largest provider-sponsored health plan, Priority Health, currently serving over 1 million members across the state of Michigan. People are at the heart of everything we do. Locally governed and headquartered in Grand Rapids, Michigan, we are focused on our mission: to improve health, inspire hope and save lives. Spectrum Health has a legacy of strong community partnerships, philanthropy and transparency. Through experience, innovation and collaboration, we are reimagining a better, more equitable model of health and wellness.

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 at 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 people 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, Spectrum Health Gerber Memorial produced a 2021-2022 Community Health Needs Assessment and this document, the 2023-2025 Implementation Strategy.

About This Plan

Selection of Significant Needs

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

- Behavioral Health
- Chronic Disease
- Access to Health Care
- Economic Security




These significant health needs were prioritized using a community-engaged approach in the community health needs assessment process. Page 51 of the 2021-2022 Spectrum Health Gerber Memorial Community Health Needs Assessment outlines the community-engaged prioritization process.

Needs Addressed in Implementation Strategies

The significant health needs addressed in this report are:

- Behavioral Health
- Chronic Disease
- Access to Health Care

Spectrum Health recognizes that these significant health needs are not independent of each other. This was especially evident in the process of selecting and developing strategies that would address each significant health need. The table below was developed to highlight the intersectionality of strategies. Each strategy is displayed with icons denoting the significant health need(s) related to it. These icons use the following legend:

Significant Health Need	Icon
Behavioral Health	
Chronic Disease	
Access to Health Care	

Needs Not Addressed in Implementation Strategies

The following health need identified in the 2021-2022 Community Health Needs Assessment is not addressed in this plan:

- Economic Security

Additional details about this significant need and the rationale for its exclusion are discussed in detail in the “Significant Needs Not Addressed” section.

Process for Developing the Implementation Strategy

An Implementation Strategy Workgroup was established for Spectrum Health Gerber Memorial. This workgroup was made up of community board members and hospital and community leadership. In December 2021, the workgroup met to identify which of the four significant health needs identified in the assessment would be addressed by the hospital. To achieve this, a voting matrix that plotted feasibility and impact was utilized.

The Spectrum Health Gerber Memorial Implementation Strategy Workgroup discussed each of the areas and recommended behavioral health, chronic disease and access to health care as the significant health needs to be addressed in the 2023-2025 Community Health Needs Assessment Implementation Strategy. This recommendation was brought to the Spectrum Health Gerber Memorial Community Board in January 2022 for a final recommendation of significant health needs to be addressed in the 2023-2025 Spectrum Health Gerber Memorial Implementation Strategy.

The Spectrum Health Gerber Memorial Implementation Strategy Workgroup focused on the selection of strategies and report development from February 2022 to May 2022. Throughout this process there was robust dialogue around current state strategies for the county, gaps in services, and potential collaborations between agencies and the hospital.

Spectrum Health Gerber Memorial Implementation Strategy Workgroup

- Marianne Boerigter, Executive Director Newaygo County Council for the Arts and the Dogwood Center for the Performing Arts, Spectrum Health Gerber Memorial Community Board Member
- Julie Burrell, Economic Development Director, Newaygo County The Right Place, Spectrum Health Gerber Memorial Community Board Member
- Rachael Cook, OB/GYN Clinic Practice Manager, Spectrum Health Gerber Memorial
- Drew Dostal, Northwest Regional Market Leader Spectrum Health Gerber Memorial
- Angie Frye, Director of Nursing, Spectrum Health Gerber Memorial
- Kevin Hughes, Health Officer, District Health Department #10
- Amanda Irwin, Wellness Center Manager, Spectrum Health Gerber Memorial
- Michelle Klochack, Clinical Program Specialist, Spectrum Health Gerber Memorial
- Rebecca London, Chief of Behavioral and Integrated Services, Family Health Care
- Sally Mellema, Community Health Program Supervisor, District Health Department #10
- Melissa Miller, Supervisor of Early College and Student Success Services, Newaygo County Regional Educational Service Agency, Spectrum Health Gerber Memorial Community Board Member
- Caitlin Mitchell-Schucker, Community Health Program Specialist, Spectrum Health Gerber Memorial
- Kristen Roesler, Director of Community Support Services, Newaygo County Community Mental Health
- Jason Ross, Chief Operations Officer, Spectrum Health Gerber Memorial
- Lori Schultz, Director, Michigan Department of Health and Human Services Newaygo and Lake Counties
- Nick Strait, Chief Nursing Officer Spectrum Health Gerber Memorial
- Jena Zeerip, Manager of Community Education, Spectrum Health Gerber Memorial

Significant Health Needs Addressed

Behavioral Health

About the Significant Need

Behavioral health is a relatively new field in the world of health care but nonetheless has been identified as being exceedingly important in this community. Behavioral health can be thought of as the intersection of mental health and behaviors such as substance use disorder, diet and exercise. Because behavioral health is one of the main determinants of health—along with genetics, social and environmental characteristics, and access to medical care—paying special attention to local issues related to behavioral health is important in increasing the overall health of the community.

For instance, substance use disorder continues to be an issue in the community. Nearly 25% of surveyed underserved residents consider alcohol to be a negative impact on their household, and smoking is seen as a similar problem among residents. Despite the prevalence of substance use disorder, treatment options are lacking, according to community leaders. It is evident that these behaviors are generally accepted in the community and are part of the status quo.

Efforts to make changes to this status quo are important for the future of the health of this area. Substance use disorder can lead to other serious problems, including loss of employment, child welfare issues and chronic health concerns—which perpetuates a cycle of poor health in a community. Improvements in overall behavioral health in a community can have profound impacts on chronic disease incidence, mental health and other health outcomes.

Goal

To increase access to behavioral health services and suicide prevention training and break down barriers, such as stigma, that impede navigation of available treatment.

Addressing the Need

To increase behavioral health services access and remove barriers, Spectrum Health Gerber Memorial is committed to expanding and implementing key strategies focusing on suicide prevention education, increasing access to behavioral health and decreasing mental health stigma.

Question, Persuade, Refer Suicide Prevention Training

Background

Question, Persuade, Refer is an evidence-based suicide prevention training course that focuses on training gatekeepers in the community. Gatekeepers can be anyone, including parents, friends, teachers, doctors, office supervisors, caseworkers, police officers and others who are positioned to recognize and refer someone at risk of suicide.

The training course takes approximately one hour and teaches participants how to recognize the warning signs of suicide and how to ask the direct suicide question. QPR is likened to CPR (cardiopulmonary resuscitation) in that both CPR and QPR are part of systems designed to increase the chance of survival in the event of a crisis. Just as people trained in CPR can save lives, people trained in QPR can do the same, by learning how to question someone about suicide, persuade them to get help, and refer them to the appropriate person for help.

The Spectrum Health Gerber Memorial Community Education team has three QPR trainers. These trainers began training in August of 2020 and can be deployed into a variety of settings to saturate the community with gatekeeper trainings. QPR has specific training courses targeted for school staff, youth, first responders and emergency personnel, and the general community.

Objectives

- By Dec. 31, 2025, Spectrum Health Gerber Memorial will train a minimum of 50 youth in Question, Persuade, Refer gatekeeper training.
- By Dec. 31, 2025, Spectrum Health Gerber Memorial will train a minimum of 300 adults in Question, Persuade, Refer gatekeeper training.

Collaborations

Key collaborators in this work include Newaygo County Regional Educational Service Agency, the school districts in Newaygo County, LiveWell Newaygo County and the Newaygo County Community Collaborative.

Resources

Spectrum Health Gerber Memorial will provide three trained Question, Persuade, Refer trainers who can hold gatekeeper trainings for the youth and adults in the community. Among the three certified trainers, a total of 1.2 FTE positions will be allocated for QPR training. Spectrum Health Gerber Memorial will purchase all QPR booklets that are needed for training.

Strategy-Specific Diversity, Equity and Inclusion

The Question, Persuade, Refer training courses will be made available to all community members through general modes of promotion. Where cost of transportation is a concern, efforts will be made to break down barriers to increase participation, such as virtual learning opportunities. Trainings can be offered anywhere in the community, reducing the need for community members to travel long distances to attend trainings.

Access to Behavioral Health Services and Suicide Prevention Education



Background

Many times, schools serve as access points for students to receive behavioral health services and suicide prevention education. Schools in Newaygo County have resources and support for behavioral health in place from a variety of sources, including the Newaygo County Regional Educational Service Agency, Newaygo County Community Mental Health, and Family Health Care. There are also large campaigns embedded into the schools for suicide prevention education, such as the Be Nice Campaign.

There is a missed opportunity, however, in that parents and caregivers of students may not know how to refer students to behavioral health services that are offered. There also continues to be stigma surrounding treatment for mental health. Through this strategy, behavioral health resources and suicide prevention education will be identified and documented at each school district in

Newaygo County. A behavioral health navigation guide will be developed to educate school staff, parents and caregivers on how to refer students to services offered within the school. The guide will help break down barriers to connecting students with needed services and will also educate families on the suicide prevention education that is offered.

The target population to be served by this new strategy are teachers, school staff, parents and caregivers of students in kindergarten through 12th grade. Once the navigation guide is developed, it will be disseminated to families in a variety of ways, including at fall open houses, through online announcements and at parent/teacher conferences. The educators at Spectrum Health Gerber Memorial will work with the agencies providing behavioral health services to develop the guide, and they will work with schools to record what suicide prevention education is offered.



Objectives

- By Dec. 31, 2023, school administrators or designees from K-12 schools in Newaygo County will be surveyed to collect information regarding services offered related to behavioral health and suicide prevention.
- By Dec. 31, 2024, Spectrum Health Gerber Memorial, in partnership with Newaygo County Community Mental Health and Family Health Care, will engage two school districts over the 2022 baseline to distribute behavioral health navigation guides. There are five school districts in Newaygo County and the 2022 baseline is zero.
- By Dec. 31, 2025, in partnership with Newaygo County Mental Health and Family Health Care, Spectrum Health Gerber Memorial will engage 100% of school districts in Newaygo County to distribute behavioral health navigation guides. (There are five school districts within Newaygo County.)

Collaborations

Key collaborators in this work include the schools in Newaygo County, Newaygo County Regional Service Agency, Newaygo County Community Mental Health, Family Health Care, Headway Substance Abuse Prevention Coalition and LiveWell Newaygo County.

Resources

Spectrum Health Gerber Memorial will support the work to survey Newaygo County schools and collect information regarding what services are offered at each district. Team members will work with Newaygo County Community Mental Health and Family Health Care to develop the navigation/referral guide and engage with school staff on how it will be disseminated. They will also help with printing and distribution among the Newaygo County school districts. Spectrum Health Gerber Memorial team members will support the project by providing 20 hours of support per month.

Strategy-Specific Diversity, Equity and Inclusion

The intended purpose of the navigation guide is to ensure that all students in Newaygo County have access to behavioral health services. Behavioral health equity is the right to access quality health care regardless of race, ethnicity, gender, socioeconomic status, sexual orientation or geographical location. Many children and youth do not receive the help they need, and disparities exist in accessing behavioral health services. All five school districts in Newaygo County will be surveyed to determine the services that are offered for students. The navigation guide will be made available to school staff in all five districts in Newaygo County to assist with the referral process. Referrals will be tracked by the agencies providing behavioral health support.

Stigma Reduction Campaign

Background

Stigma surrounding mental health continues to be one of the main reasons that, even when individuals have access to treatment, they do not seek help. Stigma reduction campaigns work to correct inaccurate stereotypes and negative beliefs and replace them with truthful, accurate information. Campaigns use various methods of media to break down long-held beliefs and myths to reduce stigmas.

Effective stigma campaign interventions focus on educating the public to increase awareness of mental health conditions. This strategy will focus on educating both the youth and adult population in Newaygo County through social media and print media to decrease stigma surrounding mental health and treatment. Trainings such as Question, Persuade, Refer and Mental Health First Aid help the community to recognize the early warning signs of distress. These trainings help the community to speak a more common language around mental health, and they spread the message that mental health conditions are treatable with early intervention and support.

The Spectrum Health Gerber Memorial Community Education team will work with Spectrum Health Marketing and Communications to convene a group of qualified community partners to develop a stigma reduction campaign. This group will include Newaygo County Community Mental Health, Family Health Care and Arbor Circle. This campaign will be aimed at reducing the stigma around mental health and seeking treatment and will support the messaging that is conveyed with trainings such as Question, Persuade, Refer and Mental Health First Aid, which are offered in the community.

Objectives

- By Dec. 31, 2023, convene community partners to develop a stigma reduction campaign targeted at youth and adults in Newaygo County.
- By Dec. 31, 2024, the developed stigma reduction campaign will launch on social media.
- By June 30, 2025, the stigma reduction campaign will be shared on social media and through agency communication by five community partners in Newaygo County.
- By Dec. 31, 2025, five articles or advertisements for the stigma reduction campaign will be published in the local online and print newspapers.

Collaborations

Key collaborators in this work include the Newaygo County Regional Service Agency, Newaygo County Community Mental Health, Family Health Care, Headway Substance Abuse Prevention Coalition, LiveWell Newaygo County, Arbor Circle and the Newaygo County Community Collaborative.

Resources

Spectrum Health Gerber Memorial will provide a 0.3 FTE team member who will work with experts from Newaygo County Community Mental Health, Family Health Care, Newaygo County Regional Educational Service Agency and Arbor Circle to develop the stigma reduction campaign. Spectrum Health will also provide marketing and communications support to ensure the campaign is launched on social media and in local print and online newspapers.

Strategy-Specific Diversity, Equity and Inclusion

Mental illness does not discriminate; it can affect anyone, regardless of age, gender, geography, income, social status, race/ethnicity, religion/spirituality, sexual orientation, background or other aspect of cultural identity. The impact of mental illness is clear: Individuals with mental illness have a lower life expectancy than individuals without mental illness. The stigma around mental illness hinders people's efforts to manage and treat their conditions and to be active members of their community. Some face more stigma because of co-occurring chronic disease and socioeconomic disadvantage. The intended purpose of the stigma reduction campaign is to reach a broad audience in Newaygo County with the messaging regarding accessing behavioral health resources. The campaign will be shared on social media as well as in print and online newspapers to ensure that community members are reached through various outlets. The stigma reduction campaign will help to ensure that all area residents receive the messaging that breaks down the stigma around seeking behavioral health services.

Chronic Disease

About the Significant Need

Chronic diseases continue to have a significant impact on the population of Newaygo County as the leading causes of death. Heart disease remains the leading cause of death in the county, mirroring the figures in Michigan and the U.S. The area also has higher death rates from cancer compared to the state and nation, even though cancer diagnosis rates are comparatively lower. Many chronic diseases are caused by a short list of risk behaviors, such as tobacco use, poor nutrition,

lack of physical activity and excessive alcohol use. In Newaygo County, the proportion of overweight adults (36.2%), obese adults (38.1%) and obese teens (19.6%) exceeds both the North Central region and state rates.

The death rates from unintentional injuries, chronic lower respiratory disease, stroke, Alzheimer's disease and diabetes are all greater in Newaygo County compared to the state and nation. Generally, non-white adults are more likely than white adults to have such adverse outcomes, with the exception of cancer and heart attacks. Adults with less education tend to experience more chronic pain, arthritis, diabetes and chronic obstructive pulmonary disease compared to adults with more education. Household incomes also seem to drive chronic disease outcomes significantly in the area, with those having household incomes under \$20,000 being more likely to experience all of the aforementioned conditions. The causes of chronic disease are complex and far-reaching, but factors such as lack of access to healthy foods, lack of affordable housing, negative childhood experiences and behavioral health issues all contribute to chronic disease in the community.

Goal

To increase awareness of existing resources and offer community education to promote health and help treat and prevent chronic disease.

Addressing the Need

Vaping/Marijuana Prevention in Schools



Background

Youth vaping has become an epidemic, and recently the epidemic has shifted to an even younger audience, with students as young as 11 starting to vape. Across Newaygo County, school administrators and teachers seek resources and education to address vaping and marijuana use with school programs.

Tobacco treatment specialists from Spectrum Health Gerber Memorial partner with middle and high schools to extend classroom education that addresses all forms of tobacco and vaping. These specialists use hands-on lessons to teach about the risks and dangers of vaping and the addictive factor of nicotine. The specialists

also work with school administrators to review and revise substance abuse policies regarding vaping and marijuana use so they align with best practices.

While vaping prevention education has been offered to middle and high school students, this strategy will now be expanded to include vaping education to upper elementary students in Newaygo County. The tobacco treatment specialists are now trained to provide marijuana prevention education as well. Schools have been asking for this education since the legalization of marijuana three years ago. The marijuana prevention education lessons will be offered to high school students to teach them about the risks and dangers of marijuana and THC.

Objectives

- By Dec. 31, 2025, provide vaping education to at least 10 post-elementary schools within Newaygo County.
- By Dec. 31, 2025, provide vaping education to at least three elementary schools within Newaygo County.
- By Dec. 31, 2025, provide marijuana prevention education to at least eight post-elementary schools within Newaygo County.
- By Dec. 31, 2025, aid in the implementation of one vaping policy or environmental support in at least two schools within Newaygo County.

Collaborations

Key collaborators in this work include the schools in Newaygo County, Newaygo County Regional Service Agency, Headway Substance Abuse Prevention Coalition and the Breathewell Coalition.

Resources

Spectrum Health Gerber Memorial has two trained tobacco treatment specialists (1.2 FTE) who will provide elementary, middle and high school vaping prevention education in the schools. They will also assist school administrators with updating policies and procedures around vaping and marijuana use. The tobacco treatment specialists will also deliver marijuana prevention education for high school students in Newaygo County.

Strategy-Specific Diversity, Equity and Inclusion

Effort is being made to offer the vaping and marijuana prevention education to schools with higher prevalence of free and reduced-price lunch and lower academic

scores. The vaping and marijuana education is appropriate for all students in participating schools and focuses on encouraging healthy habits and educating about the health risks and dangers of using tobacco/nicotine and marijuana. The tobacco treatment specialists would like to see more attention and resources dedicated to changing policies around vaping and marijuana offenses in schools. These educational opportunities will be available to all students, regardless of socioeconomic circumstances.

Policy, System and Environmental Support for Worksites



Background

The Centers for Disease Control and Prevention's Workplace Health Model is a coordinated four-step approach to building workplace health promotion programs. The four steps include an initial assessment, planning the program, implementing the program and determining impact through evaluation. The model uses a coordinated approach that focuses on policies, systems and environmental change to build a healthier workplace. Through systems change, workplaces can adopt policies that promote and encourage health for their employees.

By working with Michigan Works! West Central and the Newaygo County Economic Development Partnership, through The Right Place (a state-recognized regional economic development organization), Spectrum Health Gerber Memorial will find two workplaces that are interested in adopting the workplace health model. Educators from Spectrum Health Gerber Memorial will help businesses and employers with the health assessment as well as the planning and management phase of the project. They will support the businesses and workplaces as they select the evidence-based strategies they want to implement.

This is a new strategy—businesses in Newaygo County have not been offered this type of support in the past. By providing support in the form of free classes, screening and education, Spectrum Health Gerber Memorial will contribute to healthier worksites and healthier employees.

Objectives

- By Dec. 31, 2023, worksites in Newaygo County will be surveyed to determine their interest in engaging with the workplace health model program.
- By Dec. 31, 2025, 60% of worksites involved with the workplace health model program will complete the assessment tool.
- By Dec. 31, 2025, Spectrum Health Gerber Memorial will offer at least two health screenings or educational classes per year for employers involved with the workplace health model program.

Collaborations

Key collaborators in this work include District Health Department #10, LiveWell Newaygo County, the Newaygo County Community Collaborative, Michigan Works! West Central and the Newaygo County Economic Development Partnership, through The Right Place.

Resources

Spectrum Health Gerber Memorial will dedicate a 0.2 full-time-equivalent team member to facilitate the survey for local businesses and employers to gauge interest on who would be interested in utilizing the workplace health model. Once sites are identified, team member will assist with the assessment and planning phase of the project. Employers who choose to use the workplace health model will have access to free education and health screenings for their employees. Spectrum Health Gerber Memorial employees will do the screenings and hold the educational classes at the worksites.

Strategy-Specific Diversity, Equity and Inclusion

The growing burden of preventable chronic diseases such as obesity, heart disease and diabetes weighs heavily on employees and worksites. Promoting the health of employees and communities by changing policies and practices at workplaces to ensure the healthy choice is the easy choice benefits employees and their families in Newaygo County. The Workplace Health Model will be made available to all employers in Newaygo County for their potential participation. The assessment and planning of the project will be done on-site at each worksite to break down any transportation barriers. Support for implementing the model, as well as the educational screenings and classes, will be free for all employers. These classes will happen on-site so employees can easily participate.

Coordination of Physical Activity and Food Resources

Background

Newaygo County is home to more than 114 miles of hiking trails as well as countless parks and outdoor areas that allow opportunities for physical activity and movement. Although there are fitness opportunities for youth, adults and families to take advantage of, some residents lack access to transportation to trails and parks located throughout the county. One strategy that has been explored in the past is bringing physical activity and movement opportunities into the five smaller communities that make up greater Newaygo County.

Bringing the resources to the community members is a strategy deployed by the YMCA mobile Veggie Van. The Veggie Van visits the five different small communities, delivering bags of produce to downtown areas and parks that community members can access by car or on foot. By offering fitness opportunities at the locations visited by the Veggie Vans, we can better coordinate physical activity and food resources.

To coordinate efforts further, Spectrum Health Gerber Memorial will develop a physical activity guide that highlights fitness opportunities around the county, such as the trails, parks and shared use agreements that allow for use of school facilities for recreation by children, parents and community members during non-school hours. This coordination will benefit youth through older adults as the community is made aware of additional opportunities for physical activity and movement.

Objectives

- By Dec. 31, 2024, Spectrum Health Gerber Memorial will develop a Newaygo County parks activity guide for non-trail opportunities that will be distributed with the food resource guide.
- By Dec. 31, 2025, Spectrum Health Gerber Memorial will offer physical activity opportunities at six YMCA mobile Veggie Van sites.
- By June 30, 2025, 100% of Spectrum Health Gerber Memorial's primary care clinics will provide the food resource and parks activity guide.
- By Dec. 31, 2025, Spectrum Health Gerber Memorial will offer at least three Cooking Matters series in partnership with TrueNorth Community Services.

Collaborations

Key collaborators in this work include Tamarac, the YMCA mobile Veggie Van program, TrueNorth Community Services and LiveWell Newaygo County.

Resources

Spectrum Health Gerber Memorial will provide team member time to help distribute the fresh produce at the event and to lead the physical activity opportunities at each site. Spectrum Health Gerber Memorial team member will contribute approximately 20 hours per month to project completion to coordinate the physical activity guide, arrange for the physical activity opportunities at the Veggie Van locations and increase the number of shared use agreements with local schools.

Strategy-Specific Diversity, Equity and Inclusion

Community members who are food insecure are disproportionately affected with poor health outcomes. Poor health outcomes are exacerbated by inadequate access to healthy foods and lack of knowledge of the benefits of eating healthier. As a result, community members of lower socioeconomic status are at a higher risk of obesity, diabetes and heart disease. There is an increased risk of chronic disease within the Hispanic population. The YMCA Veggie Van prioritizes stops in areas where residents are from lower socioeconomic levels and have a higher prevalence of transportation concerns. Providing a food resource and park activity guide at both mobile and fixed pantries is a coordinated effort to address gaps in both food insecurity and education regarding physical activity opportunities.

Access to Health Care

About the Significant Need

Access to health care remains a critical area of concern for many reasons, even though most residents have some form of health insurance. These reasons include provider shortages, lack of transportation, unaffordability of care and inconsistencies in insurance acceptance by providers. Among community survey respondents, access to quality health care services was ranked first in a long list of variables that were identified as the most important factors to having a thriving community.

Lack of reliable transportation and inability to afford out-of-pocket expenses, prescriptions, or even copays and deductibles have been identified by residents as the most significant obstacles to receiving health care. These factors, combined with inconsistencies in insurance acceptance by providers, contribute to the underutilization of preventive care and overutilization of emergency services. The persistent consequences of a lack of access to health care include the onset of complex medical conditions, comorbidities, premature disability and poor quality of life.

Additionally, factors within the health care system itself contribute to the lack of access to care. The complexities of the health care system, inconsistencies in the health insurance system, provider shortages, inaccessibility of health care facilities and fragmentation within the health care system all contribute to accessibility issues. The COVID-19 pandemic worsened technological barriers to health care. Patients lacking access to high-speed internet and without the knowledge and skills to utilize their technological resources found themselves excluded from virtual health care opportunities.

Goal

To increase access to care by expanding referrals through the Momentum and health coaching interventions at Tamarac and offer financial assistance to individuals and families to reduce barriers.

Addressing the Need

Tamarac 

Background

Tamarac is a certified medical fitness association facility. Under this designation, it offers a 12-week medically based fitness program called Momentum that is customized to meet each patient's needs. An individual's personal medical provider can refer their patient into the wellness/fitness program, which is designed to address specific needs such as diabetes, weight management, cardiac and pulmonary disease, Parkinson's disease, chronic pain and more. Individuals then receive wraparound care from a team of experts who work together to help them achieve their health and wellness goals.

Tamarac serves as an access point for community members looking to improve their health and well-being. There is a broad variety of services offered at Tamarac, including blood pressure screenings, physical and occupational therapy, support groups, health coaching, weight management groups, nutrition and cooking classes, and more. Community members may come in for one specific service, but once they are in the door, they receive referrals and access to other wellness services that help them improve their health.

Tamarac also has a financial assistance program for individuals and families to ensure that community members have access to the health and wellness programs Tamarac offers without finances being a barrier.

Objectives

- By Dec. 31, 2025, Spectrum Health Gerber Memorial will provide financial assistance to 75 individuals and/or families utilizing Tamarac.
- By Dec. 31, 2025, of the families that receive financial assistance, 70% will maintain active use of the facility. (Active use is defined as a combined family use of at least six times per month.)
- By Dec. 31, 2025, 150 community members will participate in the Momentum program.
- By Dec. 31, 2025, 70% of those participating in the Momentum program will see improved health outcomes and goal achievement.
- By Dec. 31, 2025, Spectrum Health Gerber Memorial will engage 60 new adults with the health coaching program Motivate.

- By Dec. 31, 2025, 40% of those participating in Motivate will achieve their predetermined goal.

Collaborations

Key collaborators in this work include Tamarac, LiveWell Newaygo County and TrueNorth Community Resources.

Resources

Spectrum Health Gerber Memorial has three certified health coaches who will work with the adults involved with the Motivate program. The health coaches will refer clients to the Momentum program and work to promote the financial assistance program within the community. The three health coaches will work a total of a 0.9 full-time-equivalent position for the Motivate health coaching program.

Strategy-Specific Diversity, Equity and Inclusion

Effort is being made to make Tamarac memberships available to everyone in our service area, regardless of socioeconomic circumstances. With a higher prevalence of community members at an unhealthy weight and an increased prevalence of chronic disease, efforts geared toward programs such as Momentum and Motivate are well-suited for community members who are interested in making changes to improve their overall health and well-being. The financial assistance program for general membership to Tamarac, as well as assistance paying for the Momentum program, ensures that all individuals can access the facility and the program. The Motivate program is free of charge for all adults in the service area. With the Tamarac programs, there are also opportunities to bring fitness outside to various communities.

Significant Health Needs Not Addressed

Economic Security

Justification for Decision

Health care providers, key informants, key stakeholders and community residents identified economic security as a significant need. It influences access to proper nutrition, safe neighborhoods, transportation and other elements that define a standard of living. The internal

hospital workgroup tasked with developing Spectrum Health Gerber Memorial's implementation strategies acknowledged the hospital's role as a major employer in the community. Still, it concluded that this community significant need should not be included in the hospital's implementation strategy document. This need offered a unique opportunity to broaden the collaboration between the hospital and The Right Place, the state-recognized regional economic development organization. It would be premature to develop financial security/ economic development strategies before engaging the organization spearheading economic security in the community. Additionally, the kind of support for community economic development initiatives may be within the scope of a service line other than the community health service line. The internal hospital workgroup concluded that actions related to this need should be tabled until the upcoming community health improvement plan process starts.

Community Resources

The following organizations are tasked with economic development initiatives in Newaygo County:

- Newaygo County Economic Development Partnership, powered by The Right Place
- Michigan Works! West Central
- River Country Chamber of Commerce of Newaygo County
- Fremont Area Chamber of Commerce
- Fremont Area Community Foundation
- TrueNorth Community Services
- Hesperia Chamber of Commerce
- Michigan Economic Development Corporation
- Michigan Department of Agriculture and Rural Development
- West Michigan Regional Prosperity Alliance
- West Michigan Shoreline Regional Development Commission

The following organizations are tasked with financial security initiatives in Newaygo County:

- United Way of the Lakeshore
- Love INC Newaygo

Appendix

Abbreviated Tables

Significant Need: Behavioral Health				
Goal: To increase access to behavioral health services and suicide prevention training and break down barriers, such as stigma, that impede navigation of available treatment.				
Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Youth and adults in Newaygo County	Question, Persuade, Refer suicide prevention training	By Dec. 31, 2025, Spectrum Health Gerber Memorial will train a minimum of 50 youth in Question, Persuade, Refer gatekeeper training.	Number of youths trained in Question, Persuade, Refer, Gatekeeper training.	7
		By Dec. 31, 2025, Spectrum Health Gerber Memorial will train a minimum of 300 adults in Question, Persuade, Refer gatekeeper training.	Number of adults trained in Question, Persuade, Refer, gatekeeper training.	7
Youth in Newaygo County	Access to behavioral health services and suicide prevention education	By Dec. 31, 2023, school administrators or designees from K-12 schools in Newaygo County will be surveyed to collect information regarding services offered related to behavioral health and suicide prevention.	Number of school administrators, or designees, from Newaygo County K-12 schools surveyed to collect information regarding services offered related to behavioral health and suicide prevention.	7
		By Dec. 31, 2024, Spectrum Health Gerber Memorial, in partnership with Newaygo County Community Mental Health and Family Health Care, will engage two school districts over the 2022 baseline to distribute behavioral health navigation guides. (There are five school districts in Newaygo County and the 2022 baseline is zero.).	Number of schools districts distributing behavioral health navigation guides.	7
		By Dec. 31, 2025, in partnership with Newaygo County Mental Health and Family Health Care, engage 100% of school districts in Newaygo County to distribute behavioral health navigation guides. (There are five school districts within Newaygo County.)	Percentage of Newaygo County schools engaged in the distribution of behavioral health navigation guides.	7

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Youth and adults in Newaygo County	Stigma reduction campaign	By Dec. 31, 2023, convene community partners to develop a stigma reduction campaign targeted at youth and adults in Newaygo County.	Developed stigma reduction campaign targeted at youth and adults in Newaygo County (yes or no).	8
		By Dec. 31, 2024, the developed stigma reduction campaign will launch on social media.	Developed stigma reduction campaign launched on social media (yes or no).	8
		By June 30, 2025, the stigma reduction campaign will be shared on social media and through agency communication by five community partners in Newaygo County.	Number of community partners that have shared the stigma reduction campaign via social media and through agency communication.	8
		By Dec. 31, 2025, five articles or advertisements for the stigma reduction campaign will be published in the local online and print newspapers.	Number of stigma reduction campaign articles or advertisements published in the local online and print newspapers.	8

Significant Need: Chronic Disease

Goal: To increase awareness of existing resources and offer community education to promote health and help treat and prevent chronic disease.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Youth in Newaygo County	Vaping/marijuana prevention in schools	By Dec. 31, 2025, provide vaping education to at least 10 post-elementary schools within Newaygo County.	Number of post-elementary schools within Newaygo county that have received vaping education.	10
		By Dec. 31, 2025, provide vaping education to at least three elementary schools within Newaygo County.	Number of elementary schools within Newaygo county that have received vaping education.	10
		By Dec. 31, 2025, provide marijuana prevention education to at least eight post-elementary schools within Newaygo County.	Number of post-elementary schools within Newaygo county that have received marijuana prevention education.	10
		By Dec. 31, 2025, aid in the implementation of one vaping policy or environmental support in at least two schools within Newaygo County.	Number of schools within Newaygo County that have implemented one vaping policy or environmental support.	10
Adults in Newaygo County	Policy, system and environmental support for worksites	By Dec. 31, 2023, survey worksites in Newaygo County to determine their interest in engaging with the workplace health model program.	Number of worksites in Newaygo County surveyed to determine interest in engaging with the workplace health model program.	11
		By Dec. 31, 2025, 60% of worksites involved with the workplace health model program will complete the assessment tool.	Percentage of worksites involved with the workplace health model program that completed the assessment tool.	11
		By Dec. 31, 2025, Spectrum Health Gerber Memorial will offer at least two health screenings or educational classes per year for employers involved with the workplace health model program.	Number of health screenings or education classes offered to employers involved with the workplace health model program.	11
Youth and adults in Newaygo County	Coordination of physical activity and food resources	By Dec. 31, 2024, Spectrum Health Gerber Memorial will develop a Newaygo County parks activity guide for non-trail opportunities that will be distributed with the food resource guide.	Developed Newaygo County parks activity guide for non-trail opportunities. (yes or no)	12
		By Dec. 31, 2025, Spectrum Health Gerber Memorial will offer physical activity opportunities at six YMCA mobile Veggie Van sites.	Number of physical activity opportunities offered at YMCA Veggie Van sites.	12
		By June 30, 2025, 100% of Spectrum Health Gerber Memorial's primary care clinics will provide the food resource and parks activity guide.	Percentage of Spectrum Health Gerber Memorial primary care clinics providing the food resource and parks activity guide.	12
		By Dec. 31, 2025, Spectrum Health Gerber Memorial will offer at least three Cooking Matters series in partnership with TrueNorth Community Services.	Number of Cooking Matters series offered.	12

Significant Need: Access to Care

Goal: To increase access to care by expanding referrals through the Momentum and Health Coaching interventions at Tamarac and offer financial assistance to individuals and families to reduce barriers.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Adult population in Newaygo County	Tamarac (Momentum, Health Coaching, financial assistance)	By Dec. 31, 2025, Spectrum Health Gerber Memorial will provide financial assistance to 75 individuals and/or families.	Number of individuals and/or families who received financial assistance.	13
		By Dec. 31, 2025, 70% of the families that received financial assistance will maintain active use of the facility. (Active use is defined as a combined family use of minimally six times per month)	Percentage of families receiving financial assistance that maintained active use of the facility.	13
		By Dec. 31, 2025, 150 community members will participate in the Momentum program.	Number of community members participating in the Momentum program.	13
		By Dec. 31, 2025, 70% of those participating in the Momentum program will see improved health outcomes and goal achievement.	Percentage of families participating in the momentum program that see improved health outcomes and goal achievement.	13
		By Dec. 31, 2025, Spectrum Health Gerber Memorial will engage 60 new adults with the health coaching program Motivate.	Number of new adults enrolled into the Motivate program.	13
		By Dec. 31, 2025, 40% of those participating in Motivate will achieve their predetermined goal.	Percentage of Motivate participants who achieve their predetermined goal.	13



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

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

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