

Spectrum Health Pennock Hospital Implementation Plan July 2018-June 2021

Summary of Key Findings (Significant Health Needs) Identified in the Community Health Needs Assessment (CHNA)

A hospital facility's implementation strategy to meet the community health needs identified through the hospital facility's CHNA is a written plan that, with respect to each key findings (significant health needs) identified through the CHNA, either –

- (1) Describes how the hospital facility plans to address the health need; or
- (2) Identifies the health need as one the hospital does not intend to address and explains why the hospital facility does not intend to address the health need.

Information needed to identify and determine the community's key finding (significant health needs) was obtained by sending out community health surveys to residents, interviews, and online surveys with community healthcare professionals and community leaders. Secondary data was gathered from state, local, and national databases to supplement the overall findings and needs identified.

Key Findings (Significant Health Needs) Addressed in Implementation Plans:

- i. Mental health
- ii. Substance use and abuse
- iii. Health care access
- iv. Obesity and weight issues

Other Key Findings (Significant Health 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 key findings (significant 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 priority health needs identified above.

- v. Chronic Conditions
- vi. Maternal, Child and Teen Health
- vii. Negative Social Indicators
- viii. Risk Behaviors
- ix. Manage Perspective
- x. Health Disparities

Spectrum Health Pennock Health Needs Assessment Implementation Plan July 2018-June 2021
BEHAVIORAL HEALTH AND SUBSTANCE USE AND ABUSE

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Mental health	Inpatient and emergency department patients	To improve access for psych patients, expand specialty telemedicine services and medical management for psych patients both inpatient (IP) and emergency department (ED).	<ol style="list-style-type: none"> 1. Launch IP/ED psych consults from Spectrum Health Medical Group (SHMG) psych provider group in February 2019. (on demand 5-days per week) 2. Maintain visits based on FY2019 volume through 6/30/2020. 3. Increase visits by 10% based on FY2020 volumes. To be completed by 6/30/2021. 4. Development of the model of care or protocol for child psychology to be completed by 6/30/2019, with implementation by 12/31/2018.
Mental health	All patients age 12 years and older of SH Pennock Medical Group	For depression and anxiety screening, administer Patient Health Questionnaire 4 (PHQ4) anxiety and depression screen to all identified SHP Medical Group patients during visit. The June 2018 baseline identifies that only 65% of patients are evaluated through PHQ4.	<ol style="list-style-type: none"> 1. Increase the percent of patients evaluated for anxiety and depression by 5% at 6/30/2019. 2. Increased 10% at 6/30/2020. 3. Meet screening goal of 100 % of patients are evaluated for anxiety and depression by end of 6/30/2021.
Substance use and abuse	Pregnant women	<ol style="list-style-type: none"> 1. Certified Tobacco treatment specialist (TTS) with embed SCRIPT (Smoking Cessation and Reduction in Pregnancy Treatment) program for OB patients including Centering Pregnancy. 2. Build tobacco cessation capacity in the community through collaboration. 	<ol style="list-style-type: none"> 1a. Certify OB staff in SCRIPT by 6/30/2019. 1b. Certify at least one partnering agency in SCRIPT and one Tobacco Treatment Specialist by 6/30/2019. 2. Reduce maternal tobacco use by 15% by 6/30/2020.
Substance use and abuse	Providers & Prescribers	<ol style="list-style-type: none"> 1. Medication takeback events targeting prescription and non-prescription medicine. 2. Expand education opportunities for prescribers and providers on opioids through collaboration with Barry Substance Abuse, CME and Medical Staff meeting. 	<ol style="list-style-type: none"> 1. Provide at least one pharmacist at two medication takeback events annually. To be completed by 6/30/2019, 6/30/2020 and 6/30/2021. 2. Offer one provider education session by 6/30/2019.

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Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Mental health	Middle and HS students	Support one, evidence based suicide prevention program (Signs of Suicide, evidence-based program NREPP listed - owned by Screening for Mental Health) in Collaboration with Barry Community Resource Network (BCRN) Suicide Awareness initiative incorporate existing MedNow School Nurse program.	<ol style="list-style-type: none"> 1. Train one staff member in Signs of Suicide by 6/30/2019. 2. Promote Suicide Awareness using Acknowledge, Care and Tell (ACT) model through 1/31/2019 to 6/30/2021. 3. Dedicate one staff member annually to support BCRN Suicide Awareness Initiative taskforce by 8/31/2019.

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ACCESS TO CARE

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Health care access	Children enrolled in Hastings and Delton Kellogg schools, including school staff	<p>Objectives of the School Health Program are to keep students in the classroom ready to learn to:</p> <ul style="list-style-type: none"> • Decrease absenteeism rates • Improve educational outcomes • Improve graduation rates • Improve workplace and college readiness • Improve the health of the community <ol style="list-style-type: none"> 1. Provide school staff several forms of utilization/encounter types; email, telephonic, virtual, and in-person (on-site) with the local school nurse and nurse hub. 2. Provide staff education through increased nurse rounding. 3. Provide staff AED and CPR training and certification for Medical Emergency Response Team (MERT) teams. 	<ol style="list-style-type: none"> 1. From the School Health Program’s March 2018- June 2018 utilization/encounter baseline, increase school nurse encounters (including telephonic, email, MedNow and face to face) by: <ol style="list-style-type: none"> a. 25% increase by 1/31/2019. b. An additional 10% increase by 6/30/2019. 2. Improve nurse rounding from a baseline of 10% <ol style="list-style-type: none"> a. Increase by 25%. To be completed by 12/31/2018. b. Increase by an additional 25%. To be completed by 6/30/2019. 3. To increase number of MERT team trainings from a baseline of 0% <ol style="list-style-type: none"> a. Increase to 25% 12/31/2018. b. Increase by an additional 10% 6/30/2019.
Health care access	Barry County Residents	<ol style="list-style-type: none"> 1. Implement the Neighbor to Neighbor Network, modeled after the Memphis Congregational Health model, which uses church volunteers to provide and increase social and emotional support for patients and community members. 	<ol style="list-style-type: none"> 1. Use metrics from Memphis Model <ol style="list-style-type: none"> a. Launch program with 2 community partner agencies by 4/30/2019. b. Add 3 additional community partners 6/30/2020.

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Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
		<ul style="list-style-type: none"> a. Baseline as of July 2018 Hospital Quality Scorecard was 7.2% b. SH assigned target is 4.4% for Pennock 	<ul style="list-style-type: none"> c. Add 5 additional community partners by 6/30/2021. d. Maintain or reduce readmission rate 6/30/2020. e. Reduce readmission rate by an additional 1-2% by 6/30/2021.
Health care access	SHP Bariatric Patients	<ul style="list-style-type: none"> 1. Increase access to specialty services by bringing bariatric services to Pennock patient service area with surgery performed at Spectrum Health's Center of Excellence. 	<ul style="list-style-type: none"> 1. Launch ambulatory bariatric services through mix of in-person and telemedicine visit types in the SHP specialty clinic from SHMG Bariatric provider group by 6/30/2019.
Health care access	Female patients of Hastings OB/GYN	<ul style="list-style-type: none"> 1. Increase access to prenatal care to decrease infant mortality and decrease preterm deliveries. Currently 7% of babies are delivered preterm. 2. Enroll 90 women first 12-months. 	<ul style="list-style-type: none"> 1. Establish Centering Pregnancy Program by 1/31/2019. 2. Establish baseline enrollment by 6/30/2019 <ul style="list-style-type: none"> a. Increase 2% by 6/30/2020. b. Increase 4% by 6/30/2021. c. Decrease preterm deliveries at Pennock by 25% by 6/30/2021.

Spectrum Health Pennock Health Needs Assessment Implementation Plan July 2018-June 2021
OBESITY AND NUTRITION

Health Need	Population Served	Action	Measurable Impact
Obesity and weight issues	Adults	Create a certified medical wellness center to improve access for those with obesity and chronic conditions.	<ol style="list-style-type: none"> 1. Create at least 1 defined clinical referral pathway for those with obesity or chronic disease by the end 6/30/2019. 2. Identify a Medical Director and establish quarterly MFA meetings by the end of 6/30/2020. 3. Certify Pennock Health and Wellness Center (HWC) as a Medical Fitness Association (MFA) Certified facility by the end of 6/30/2021.
Obesity and weight issues	Adults	Create a healthy lifestyle prescription from providers to well-defined pathways at Pennock HWC by the 6/30/2020.	<ol style="list-style-type: none"> 1. Measure patient's baseline health metrics and re-measure at 3, 6 and 12-months for program impact. 2. Improve basic health metrics by 5% year one. To be completed by 6/30/2021.
Obesity and weight issues	Elementary School Children ages 5-12	Partner with a local school district to improve school health environment through policy and program development using the national Coordinated Approach to Child Health (CATCH) program.	<ol style="list-style-type: none"> 1. Create a Memo of Understanding (MOU) signed by at least 1 school by 1/31/2019, to launch the CATCH program, and schedule staff Kick-Off event. 2. Implement the CATCH program in at least 1 classroom at that school by 9/30/2020. 3. Expand CATCH to all classes K-5 at the identified school(s) by 1/31/2021. 4. Facilitate the creation of a Wellness Committee, while implementing 1 new nutrition or physical activity policy at each school district by 1/31/2020. 5. Teachers achieve 50% positive change in behavior observed (Teacher Observation and Behavioral Report), related to nutrition and healthy food consumption of students participating in CATCH by 6/30/2021.
Obesity and weight issues	Adults	Improve access for patients and community members looking to address obesity and weight issues.	<ol style="list-style-type: none"> 1. Approve new program/service 1/31/2019. 2. Launch 1 new program/service, to address obesity in Barry County. (i.e. support group or OPTIFAST medically supervised weight-loss program) by 6/30/2019. 3. Offer at least 2 weight loss programs/services each

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Health Need	Population Served	Action	Measurable Impact
			<p>month by 6/30/2020.</p> <p>4. Track participant's pre and post biometrics with 50 % of participants decreasing their BMI, while reaching an ideal weight (BMI or physician identified). To be completed by 6/30/2020.</p>

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Advanced directive	A legal document (as a living will) signed by a competent person to provide guidance for medical and health-care decisions (such as the termination of life support or organ donation) in the event the person becomes unable to make such decisions.
Advanced Practice Provider (APP) Spectrum Health Hospitals Community	Mid-level practitioners who are health care providers who have received different training and have a more restricted scope of practice than physicians and other health professionals in some states, but who do have a formal certificate and accreditation through the licensing bodies in their jurisdictions. Examples include, but may not be limited to, Nurse Practitioners, Physician Assistants, and Nurse-Midwives. A Nurse Practitioner is a registered nurse who has acquired the knowledge base, decision-making skills, and clinical competencies for expanded practice beyond that of an RN, the characteristics of which would be determined by the context in which he or she is credentialed to practice. Physician Assistants are concerned with preventing and treating human illness and injury by providing a broad range of health care services under the supervision of physician or surgeon. They conduct physical exams, diagnose and treat illnesses, order and interpret tests, develop treatment plans, perform procedures, prescribe medications, counsel on preventive health care and may assist in surgery. Nurse-Midwives are advanced practice registered nurses who provide counseling and care during pre-conception, pregnancy, childbirth and the postpartum period.
Bariatrics	The branch of medicine that deals with the causes, prevention, and treatment of obesity.
Behavioral Health	Covers the full range of mental and emotional wellbeing- for the basics of how we cope with the challenges of day-to-day life, to the treatment of mental illnesses, such as depression or personality disorders, as well as substance abuse and other addictive behaviors.
Blue Envelope	Spectrum Health created an innovative approach to Suicide Prevention by designing a Suicide Safety Behavior Kit (SSBK). This SSBK is kept in an easily identified Blue Envelope and contains guidelines and crisis response protocols for a First Responder, Second Responder and Clinical Lead (a provider, social worker, physician assistant, registered nurse, etc.), instructing each team member in an office setting on how to respond to a person who reveals suicidal thoughts or behaviors. These comprehensive protocols can be quickly and compassionately activated by each team member at a moment's notice when someone uses the code words "Please get me a Blue Envelope".
Cardiovascular and Thoracic (CVT)	A field of medicine focused on the heart, lungs, esophagus, and other organs in the chest. This includes specialists such as cardiothoracic surgeons, cardiovascular surgeons, general thoracic surgeons, and

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	congenital heart surgeons.
Chaplaincy Program	A member of the clergy trained to listen to the patient's story, to be present to the patient's values, and to reframe the crisis in the context of these values. These areas include risk assessment, crisis intervention, advocacy, cultural and religious diversity, ethics, integration of the patient's story into a larger faith perspective, ritual support, end-of-life issues, and bereavement and grief.
Chronic disease	A persistent or recurring disease that affects a person for at least three months.
Colon cancer screenings	Tests to detect polyps and early cancers in the intestines. This type of screening can find problems that can be treated before cancer develops or spreads. Regular screenings may reduce the risk of pain and death caused by colorectal cancer.
Convenient Care	Clinics that are a category of walk-in clinics that treat uncomplicated minor illnesses and provide preventative healthcare services.
Emergency Department (ED)	The department of a hospital responsible for the provision of medical and surgical care to patients arriving at the hospital in need of immediate care.
Federally Qualified Health Center (FQHC)	Federally qualified health centers (FQHCs) include all organizations receiving grants under Section 330 of the Public Health Service Act (PHS). FQHCs qualify for enhanced reimbursement from Medicare and Medicaid, as well as other benefits. FQHCs must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program, and have a governing board of directors.
FitKids360	FitKids360 is a healthy lifestyle program for overweight children and their families.
Full Time Equivalent (FTE)	A unit that indicates the workload of an employed person (or student) in a way that makes workloads or class loads comparable across various contexts. An FTE of 1.0 is equivalent to a full-time worker while an FTE of 0.5 signals half of a full work.
HBA1C	The A1c test (also known as HbA1c, glycated hemoglobin or glycosylated hemoglobin) is a blood test that correlates with a person's average blood glucose level over a span of a 90 days.

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Institute for Healthcare Improvement (IHI)	IHI is a nonprofit organization focused on motivating and building the will for change, partnering with patients and health care professionals to test new models of care, and ensuring the broadest adoption of best practices and effective innovations.
Integrating behavioral health collaborative care programs	The systematic coordination of general and behavioral healthcare. Integrating mental health, substance abuse, and primary care services produces the best outcomes and proves the most effective approach to caring for people with multiple healthcare needs.
Low birth weight (LBW)	Low birth weight (LBW) is defined as a birth weight of a live born infant of less than 2,500 g (5 pounds 8 ounces) regardless of gestational age.
Mammogram	The process of using low-energy X-rays to examine the human breast, which is used as a diagnostic and screening tool. The goal of mammography is the early detection of breast cancer, typically through detection of characteristic masses and/or microcalcifications.
Marketplace	Also known as the Health Insurance Exchange — is the place where people without health care insurance can find information about health insurance options and also purchase health care insurance.
Maternal Infant Health Program	Programs to improve women’s health before, during, and after pregnancy to reduce both short- and long-term problems.
Medicaid	A United States federal health care program for families and individuals with low income and limited resources.
Medicare	A United States federal system of health insurance for people over 65 years of age and for certain younger people with disabilities.
Mental Health	Also referred to as Behavioral Health, covers the full range of mental and emotional wellbeing- for the basics of how we cope with the challenges of day-to-day life, to the treatment of mental illnesses, such as depression or personality disorders, as well as substance abuse and other addictive behaviors.
Metrics	A standard for measuring or evaluating something, especially one that uses figures or statistics

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Mothers Offering Mothers Support (MOMS)	A Spectrum Health Healthier Communities program that serves Medicaid beneficiaries who are pregnant and their newborns who are most likely to experience serious health problems due to psychosocial, socio-economic and/or nutritional risk factors.
Next third available appointment	A measurement of the patient's ability to seek and receive care with the provider of their choice, at the time they choose, regardless of the reason for their visit. Counting the third next available appointment is the healthcare industry's standard measure of access to care and indicates how long a patient waits to be seen.
Obstetrics/Gynecology (OB/GYN)	An obstetrician/gynecologist is a physician specialist who provides medical and surgical care to women and has particular expertise in pregnancy, childbirth, and disorders of the reproductive system.
Oncology Distress Screening	Cancer patients are screened to assess the psychological, social, financial, and behavioral issues that may interfere with a patient's treatment plan and adversely affect treatment outcomes so that patients are given appropriate resources and/or referral for psychosocial needs.
PAP Smear	A screening test for cervical cancer. Cells scraped from the opening of the cervix are examined under a microscope. The cervix is the lower part of the uterus (womb) that opens at the top of the vagina.
Primary Care	The day-to-day health care given by a health care provider. Typically this provider acts as the first contact and principal point of continuing care for patients within a health care system, and coordinates other specialist care that the patient may need.
Primary Care Emergency Department (ED) Sensitivity	Patients using the hospital emergency departments for non-urgent care and for conditions that could have been treated in a primary care setting.
Psychiatry Behavioral Medicine Integrated (PBM+)	Embedding behavioral health services into a care setting that includes universal screening for depression, anxiety, and substance abuse. It enables triage to appropriate behavioral health resources based on risk. This will allow for improved health outcomes and the identification and treatment of conditions that were previously unknown (that impact overall health).
Question. Persuade. Refer (QRP)	A training program to reduce suicidal behaviors and save lives by providing innovative, practical and proven suicide prevention training to help decrease stigma and empower all people, regardless of background, to make a positive difference in the mental health of the people that they know.

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Readmission	A subsequent admission to the hospital that occurs within 30 days of a previous admission's discharge.
Referral	An act of referring someone or something for consultation, review, or further action.
Sliding fee scale	Variable pricing for products, services, or taxes based on a customer's ability to pay.
Smoking cessation	Discontinuation of the habit of smoking, the inhaling and exhaling of tobacco smoke.
Telehealth or Telemedicine	The use of medical information exchanged from one site to another via electronic communications to improve a patient's clinical health status. Telemedicine includes a growing variety of applications and services using two-way video, email, smart phones, wireless tools and other forms of telecommunications technology.
Trimester	A period of three months, especially as a division of the duration of pregnancy.
Triple Aim	The pursuit of improving the experience of care, improving the health of populations, and reducing per capita costs of health care.
Very low birthweight (VLBW)	A birth weight of a live born infant of less than 1,500 g (3 pounds 5 ounces) regardless of gestational age.