

Spectrum Health Ludington 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 finding (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 findings (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:
<ul style="list-style-type: none"> i. Substance use and abuse ii. Mental Health iii. 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.
<ul style="list-style-type: none"> i. Healthcare Access ii. Chronic conditions iii. Negative Social Indicators iv. Maternal, child, and teen health v. Need for an integrated, holistic, or biopsychosocial perspective to address health and health care issues vi. Health Disparities

Spectrum Health Ludington Hospital Health Needs Assessment Implementation Plan July 2018-June 2021
Behavioral Health Inclusive of Substance Use Disorder

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Substance use and abuse	SHLH communities- Mason, Lake, Oceana	<p>Substance abuse is identified as one of the most concerning issues among area adults. Per the CHNA, 25.8% of adults know someone who has taken prescription drugs to get high and 60.2% of adults believe that there is a prescription drug problem.</p> <ol style="list-style-type: none"> To improve public health and safety in reducing the quantity of unwanted, unused or expired medications and hazardous medical waste, we will implement bi-annual community wide “take back” events for medications and sharps on site at Spectrum Health Ludington Hospital (“SHLH”) partnering with law enforcement, system counterparts, pharmacy and the District Health Department #10 (HD#10) substance abuse coalitions. As universal community resources are needed to identify all area locations for safe medication and sharps return, we will develop education materials on all community locations for medication and sharps take back and drop off locations. 	<ol style="list-style-type: none"> Document and measure the amount of medication and sharps collected at each event to determine the volume in reduction of unsafe substances and items. To be completed by 6/30/2019, 6/30/2020 and 6/30/21. Identify of number of participants/households contributing to the events. To be completed by 6/30/2019, 6/30/2020 and 6/30/2021. Completion of education materials on community offered medication and sharps take back locations. To be completed by 6/30/2019. Will explore and determine if implementing a permanent Medication take back box would be beneficial. To be completed 6/30/2021.
	SHLH Emergency Department patients and families	<p>“Focus on the R strategies. Remove-Rescue-Recover”</p> <ol style="list-style-type: none"> Distribute Naloxone kits to SHLH Emergency Department, which are to be distributed to the patients and families of opioid abuse. 	<ol style="list-style-type: none"> Document the number of kits issued to hospital staff and the general public on an annual basis. Reoccurring annual report be completed by 6/30/2019, 6/30/2020 and 6/30/2021.

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		<p>2. Emergency staff to provide applicable training to recipients of Naloxone and use for opioid overdose.</p>	<p>2a Emergency department staff to receive standardized system training through the online education platform Spectrum Health Learning Institute (SHLI) which will review the issue of opioid overdose, purpose of naloxone, parameters for administration and how to train patients, family and friends on overdose rescue with the medication. All Spectrum Health Ludington Emergency Staff issuing narcan and education to patients, to complete training by 6/30/2019.</p> <p>2b All recipients of Naloxone kits will review a standardized video that instructs on proper use and administration of narcan in the event of an opioid overdose. This training and education will occur in the emergency department setting at the time of patient treatment and care. This training will occur for each patient or caregiver that receives a narcan kit. This standardized process of patient education will be put into effect no later than 12/1/2018.</p>
Substance use and abuse	Area schools- Ludington, Scottville, Custer	<p>3. Issue Naloxone kits and deliver education to area schools partnering through the Healthier Communities SHLH School Based Nurse program, specifically Scottville, Ludington and Custer schools.</p>	<p>3a. Document and quantify the number of kits issued to local schools on an annual basis. To be completed by 6/30/2019, 6/30/2020 and 6/30/2021.</p> <p>3b. Track the education given to superintendents, principals, educators and school support staff annually. To be completed by 6/30/2019, 6/30/2020 and 6/30/2021.</p>
Substance use and abuse	Win with Wellness Fit Club partnered	<p>1. Create and launch substance abuse training and education through Win with Wellness Fit Club program while partnering with local law</p>	<p>1. Training to be rolled out over a 3 year period with 50% of schools receiving education in year 1 (2019), 75% in year 2 (2020), and 100% schools</p>

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	schools-14 area schools in Mason, Lake, Oceana	enforcement, the HD#10 substance abuse coalition “Leeward initiative” and All Access Care.	receiving training in year three (2021).
Substance use and abuse	SHLH communities- Mason, Lake, Oceana	<p>Smoking continues to be a problem. Currently 21% of those surveyed report they are a current cigarette smoker, this is higher than the United States (17.1%) and state of Michigan (20.7%). 20.4% of area adults report smoking inside their home.</p> <p>1. Expand existing tobacco cessation programming with a focus on pregnant mothers, workplace wellness and primary care office referrals.</p> <p>1a Market and provide education about smoking cessation program to physician offices so they are aware of this resource for their adult patients. This will expand our referral pipeline to the program.</p> <p>1b Offer free community smoking cessation courses three times a year that are open to the public.</p> <p>1c Develop targeted programming in the OB outpatient office space for smoking mothers SCRIPT (smoking cessation and reduction in pregnancy treatment program)</p>	<p>1a. By 6/30/2019 all Spectrum Health Ludington primary care offices to receive presentation from our tobacco treatment specialist nurse on the existence of tobacco cessation programming, classes, and course offerings.</p> <p>1b. Measure and quantify the number of participants who participant in the three time a year free open tobacco cessation course offering. Fiscal year annual report to occur on an ongoing basis with report concluded on 6/30/2019, 6/30/2020 and 6/30/2021.</p> <p>1c. SCRIPT program in the Spectrum Health Ludington Hospital Obstetrics office to be implemented and in effect by 6/30/2020.</p>

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Behavioral Health	SHLH communities- Mason, Lake, Oceana specifically in the emergency department and inpatient space.	<p>Key Finding Mental health-especially access to treatment, continues to be a critical issue and hasn't improved from 2014. Lack of programs, services, and resources to address all mental health issues, from mild to severe, including lack of trained clinical staff with expertise in mental health, specifically psychiatrists.</p> <ol style="list-style-type: none"> 1. Launch consultative tele psychiatry services through the Spectrum Health telehealth MedNow platform in the Emergency Department and Inpatient space to open access to behavioral health services and consultations. Services will initially be offered Monday through Friday 8 a.m. through 5 p.m. 2. Spectrum Health will implement a 24/7 Psychological consultative/rapid response service within the Grand Rapids based health center. This will allow for the services to be delivered in a telehealth/virtual manner. <p>Within the regional hospital spaces, such as SHLH, we will offer telehealth psych consultative services 24 hour/7 day a week.</p>	<ol style="list-style-type: none"> 1. Document the initial start of the program and quantify the number of fiscal year patient consultations on a reoccurring annual report to be completed by 6/30/2019, 6/30/2020 and 6/30/2021. 2a. Establish a performance baseline one year after the service is established. To be completed by 6/30/2020. 2b. In subsequent years, increase telepsych consults by 10%. To be completed by 6/30/2021.

Spectrum Health Ludington Hospital Health Needs Assessment Implementation Plan July 2018-June 2021
Obesity and Nutrition

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Obesity and weight issues	SHLH communities- Mason, Lake, Oceana	<p>More than one-third (34.1%) of area adults are obese per their BMI score, while an additional 34.9% are overweight; all told, 69.0% of area adults are either overweight or obese.</p> <ol style="list-style-type: none"> 1. Formalize 3 year focused Win with Wellness adult program that includes the following crucial components: <ul style="list-style-type: none"> -Initial onboarding session to verify participant has managed care and/or PCP and participant to complete personal health assessment to identify key health issues to promote awareness and health ownership. -Biometric screenings every 6 months (Fall and Spring) held onsite at SHLH to measure and track health data -Education and fitness challenges offered throughout the year for participant engagement -Rewards and incentives through partnerships with community business and organizations with an initial target of 20 community partnerships between Mason, Lake and Oceana county. 	<p>1a. By 6/30/2020 Win with Wellness Adult focused obesity reduction program content will be formalized that includes listed critical components: focus on managed care, biometric screenings for key health identifiers, health education sessions, community programs and partnerships.</p> <p>1b. Fall of 2020 launch Win with Wellness Adult focused obesity reduction program. Will measure and quantify the number of participants enrolled in the program. Participation will be measured on an annual go-forward basis with fiscal year reports starting in 6/30/2021.</p> <p>1c. By 6/30/2021 will have aggregate data report showing biometric screening results for participants to measure trends and any positive correlation.</p>
Obesity and weight issues	SHLH communities- Mason, Lake, Oceana	<ol style="list-style-type: none"> 2. Culinary medicine and food preparation class <ul style="list-style-type: none"> -Partner with Lakeshore Resource Center, Michigan State Extension Service Office and the SHLH community benefit team which consists of a local, onsite, multidisciplinary team of dieticians, physician assistant, registered nurse, and health educators. Will partner to develop a reoccurring 	<p>2a. Document the education and specialized training of the Spectrum Health Ludington Hospital Community Benefit team around the area of culinary medicine to ensure that practices and programming is evidence based and data driven.</p> <p>2b. Launch the first offering of the culinary medicine</p>

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		<p>culinary medicine and food preparation class offered quarterly at the community hub Lakeshore Resource Center.</p>	<p>program Fall of 2019 at the Lakeshore Resource Center community hub.</p> <p>2c. Measure and quantify the number of participants in the quarterly offering of the culinary medicine program. Participation reports will be measured on a go-forward basis captured annually at the end of each fiscal year starting with 6/30/2020.</p> <p>2d. Collect participant aggregate data during biometric screenings pre and post culinary medicine course to measure any positive correlation between program and participant health.</p>
		<p>3. Create an onsite hospital garden to outsource fresh, locally grown produce and create a culture of wellness and healing in the hospital.</p> <ul style="list-style-type: none"> -Partner directly with the Lakeshore Resource Center Lakeshore Food Club -Partner with our Win with Wellness Fit Club program to introduce the source of fresh produce and expose area youth to whole, natural foods. -Core function of the community benefit department -Source interns and volunteers for operational support where needed 	<p>3a. Physical hospital garden structure to be in place by summer of 2020.</p> <p>3b. Measure and quantifying the number of community counterparts and partnerships in place to sufficiently operationalize initiative and ensure long term sustainability.</p> <p>3c. Using the established toolkit “ Farming Concrete-Data collection toolkit, Methods for measuring the outcomes and impacts of community gardens and urban farms” collect objective and subject feedback from community partners and participants to establish baseline data and information on success of onsite garden.</p>

Spectrum Health Hospitals Community Health Needs Assessment (CHNA) Implementation Plan Glossary of Definitions

For the period of July 2018-June 2021

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)	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.
District Health Department #10 (DHD#10)	The largest geographic health department in Michigan, serving ten counties including Crawford, Kalkaska, Lake, Manistee, Mason, Mecosta, Missaukee, Newaygo, Oceana, and Wexford.
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.

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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.
Health Literacy	The use of a wide range of skills that improve the ability of people to act on information in order to live healthier lives. These skills include reading, writing, listening, speaking, numeracy, and critical analysis, as well as communication and interaction skills.
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.
Leeward Initiative	A sub-committee of the District Health Department #10 substance abuse task force that focuses on achieving a reduction in substance use by increasing understanding, ensuring treatment services, and supporting families and community.
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

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	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
MI Way to Thrive	A program that works with community members in need to address social determinants and provide assistance navigating the complicated healthcare system. Through social services and in-home support, our team works with strategic community partners to help MI Way to Thrive participants connect with the resources they need to become self-sufficient and thrive. The goal is to improve self-sufficiency, quality of life and health outcomes while reducing healthcare costs and the need for public assistance.
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.

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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.
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.
Smoking Cessation and Reduction in Pregnancy Treatment Program (SCRIPT)	An evidence-based program shown to be effective in helping pregnant women quit smoking. It is designed to be a component of a patient education program for prenatal care providers, and is cited by the Agency for Healthcare Research & Quality's Smoking Cessation Clinical Practice Guidelines.
Tamarac	Tamarac is a Medical Fitness Association certified wellness center operated by Spectrum Health Gerber Memorial Hospital in Newaygo, Michigan. This 55,000-square-foot facility houses a state-of-the-art gym with certified fitness instructors; a full outpatient rehabilitation services center; a pool that is heated to

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	accommodate physical therapy programs; a community health program staffed by registered nurses, diabetes educators, registered dietitians, community health specialists and a tobacco treatment specialist; fitness classes with certified instructors; and a child watch center with certified staff. The Skincare Center and Spa is also located within Tamarac.
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.
WIC (Women, Infants & Children)	The Special Supplemental Nutrition Program for Women, Infants, and Children is a federal assistance program of the Food and Nutrition Service of the United States Department of Agriculture for healthcare and nutrition of low-income pregnant women, breastfeeding women, and children under the age of five.
Win with Wellness	Community wellness efforts that are a collaboration of a multitude of local entities that strive towards a common goal of a healthier community.
Win with Wellness Fit Club	A school based partnership through the Win with Wellness Spectrum Health Ludington Hospital program with a focus on increased knowledge of lifestyle choices, fostering teamwork, goal setting, and a proactive approach to health in children K-5 th grade.
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.