

United and Kelsey Hospitals  
Community Health Needs Assessment (CHNA)  
Implementation Plan  
July 2015 – June 2018

## **Spectrum Health United and Kelsey Hospitals' Community Health Needs Assessment Implementation Plan**

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

**July 2015-June 2018**

A hospital facility's implementation strategy to meet the community health needs identified through the hospital facility's CHNA is a written plan that either:

- (1) Describes how the hospital facility plans to address the significant health need; or
- (2) Identifies the significant 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 significant health needs was obtained by holding community health forums, sending out community health surveys to residents, interviews and online surveys with community healthcare professionals and community leaders, and community health summits attended by community health partners. Secondary data was gathered from state, local, and national databases to supplement the overall findings and needs identified.

A glossary of terms is available at the end of this Implementation Plan to provide clarity for the terminology used in the document.

### **Significant Health Needs Addressed in Implementation Plans:**

- i. Access to Primary Care and Specialty Care
  - a. Bring additional primary care physicians (PCPs), specialists, and urgent care facilities into the community
  - b. Increase efforts to address more primary care physicians/physician extenders
  - c. Increase utilization of telemedicine
  - d. Prioritize creative transportation ideas/services transportation network
  - e. Access to affordable healthcare (shortage of providers accepting Medicaid)
- ii. Health Literacy
  - a. Make better use of services and programs that are currently in place – through increased access
  - b. Create more community programs to educate and engage individuals and families in healthy pursuits
- iii. Early Detection, Prevention, and Management of Chronic Disease
  - a. Management and prevention of chronic disease
  - b. Conduct screenings to promote early treatment of cancer and early detection of mental health

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**Other Significant 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 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.

- i. Address mental health concerns through increased collaboration among health care providers, public health, and community agencies
- ii. Provide more options and support for exercise
- iii. Increase mental health services (particularly outpatient services)

**Spectrum Health United and Kelsey Hospitals' Community Health Needs Assessment Implementation Plan**  
 Access to Primary and Specialty Care

**July 2015-June 2018**

Significant Health Need	Population Served	Action	Measurable Impact
<p><b>Bring additional primary care physicians (PCPs), specialists, and urgent care facilities into the community AND Increase efforts to address more primary care physicians/physician extenders</b></p>	<p>All residents of the SHUH/KH Primary Service Area (PSA)</p>	<p>Increase primary care provider availability within Spectrum Health by a variety of methods including, but not limited to:</p> <ol style="list-style-type: none"> <li>1. Improve operational efficiency to optimize the number of appointments available per day.</li> <li>2. Increase access by implementing and promoting the utilization of alternative primary care settings such as Convenient Care and telemedicine (identified further in plan).</li> <li>3. Increase the number of primary care providers in outpatient clinics accepting all insurances including Medicaid and Medicare.</li> <li>4. Enhance the primary care team in outpatient clinics through the implementation of non-traditional roles, such as care manager, social work, pharmacy support, etc.</li> </ol>	<ol style="list-style-type: none"> <li>1. Access to care is available within 48 hours. Tracked using metric: Time to 3<sup>rd</sup> available appointment over established baseline                         <ol style="list-style-type: none"> <li>a. 10% by June 30, 2016</li> <li>b. 20% by June 30, 2017</li> <li>c. 30% by June 30, 2018</li> </ol> </li> <li>2. Grow Convenient Care utilization annually over established baseline                         <ol style="list-style-type: none"> <li>a. 1,500 visits by 6/30/16</li> <li>b. 4,500 visits by 6/30/17</li> <li>c. 9,000 visits by 6/30/18</li> </ol> </li> <li>3. Increase the number of primary care providers accepting all insurances including Medicaid and/or Medicare over established baseline                         <ol style="list-style-type: none"> <li>a. 1 provider by 6/30/16</li> <li>b. 2 providers by 6/30/17</li> <li>c. 3 providers by 6/30/18</li> </ol> </li> <li>4. Increase non-traditional primary care team members over established baseline                         <ol style="list-style-type: none"> <li>a. 2 members by 6/30/16</li> <li>b. 4 members by 6/30/17</li> <li>c. 6 members by 6/30/18</li> </ol> </li> </ol>

**Spectrum Health United and Kelsey Hospitals' Community Health Needs Assessment Implementation Plan**  
 Access to Primary and Specialty Care

**July 2015-June 2018**

Significant Health Need	Population Served	Action	Measurable Impact
<b>Lack of Specialty Care</b>	All residents of the SHUH/KH PSA	<ol style="list-style-type: none"> <li>1. Increase access to specialty providers within PSA through onsite or telemedicine visits, including but not limited to: dermatology, dental care, mental health/substance abuse and pediatrics.</li> <li>2. Collaborate on a best practice program to address patients who present to the emergency department with acute mental health issues.</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase specialty providers (on-site or via telemedicine) over established baseline                             <ol style="list-style-type: none"> <li>A. 1 specialty by 6/30/16</li> <li>B. 2 specialties by 6/30/17</li> <li>C. 3 specialties by 6/30/18</li> </ol> </li> <li>2. Explore and implement at least one best practice program to address patients who present to the emergency department with acute mental health issues by June 30, 2017.</li> </ol>
<b>Lack of transportation to healthcare services , AND increase utilization of telemedicine, AND Increase coordination and information sharing</b>	All residents of the SHUH/KH PSA	<ol style="list-style-type: none"> <li>1. Use technology to overcome transportation barriers by using telemedicine visits from provider to home or provider to service location.</li> <li>2. Bring healthcare directly to community residents through partnership with local organizations such as food pantries, faith communities and participation at community events</li> </ol>	<ol style="list-style-type: none"> <li>1. Increase number of telemedicine visits                             <ol style="list-style-type: none"> <li>A. Increase utilization by 10% annually through 6/30/18.</li> </ol> </li> <li>2. Partner with community organizations to provide services outside traditional SHUH/KH care settings                             <ol style="list-style-type: none"> <li>A. Partner with at least 1 organizations by 6/30/16</li> <li>B. Partner with at least 2 organizations by 6/30/17</li> <li>C. Partner with at least 3 organizations by 6/30/18</li> </ol> </li> </ol>
<b>Access to affordable healthcare</b>	All underserved residents in the PSA	<ol style="list-style-type: none"> <li>1. Increase utilization of lower cost options for health care services to drive down overall cost of care.</li> </ol>	<ol style="list-style-type: none"> <li>1. Decrease rate of Primary Care Sensitive ED visits over established baseline                             <ol style="list-style-type: none"> <li>A. 5% by June 30, 2016</li> <li>B. 10% by June 30, 2017</li> <li>C. 15% by June 30, 2018</li> </ol> </li> </ol>

**Spectrum Health United and Kelsey Hospitals' Community Health Needs Assessment Implementation Plan**  
**Health Literacy**  
**July 2015-June 2018**

Significant Health Need	Population Served	Action	Measurable Impact
<p><b>Create more community programs to educate and engage individuals and families in healthy pursuits AND Make better use of services and programs that are currently in place – through increased access</b></p>	<p>All residents of the SHUH/KH PSA</p>	<ol style="list-style-type: none"> <li>1. Use an evidence-based health communication framework to activate patients' engagement in their personal health.</li>   <li>2. Educate healthcare providers on community wellness programs</li> </ol>	<ol style="list-style-type: none"> <li>1. Create and implement an evidence-based health communication framework to activate engagement in personal health               <ol style="list-style-type: none"> <li>A. Research models and develop framework by 6/30/16</li> <li>B. Implement a pilot framework by 6/30/17</li> <li>C. Fully implement framework by 6/30/18</li> </ol> </li> <li>2. Increase referrals to United Lifestyles wellness programs over established baseline               <ol style="list-style-type: none"> <li>A. 5% by June 30, 2016</li> <li>B. 10% by June 30, 2017</li> <li>C. 15% by June 30, 2018</li> </ol> </li> </ol>

**Spectrum Health United and Kelsey Hospitals' Community Health Needs Assessment Implementation Plan**  
**Early Detection, Prevention and Management of Chronic Disease**  
**July 2015-June 2018**

<p><b>Management and prevention of chronic disease AND Increase prevention and wellness programs and services AND Conduct screenings to promote early treatment of cancer and early detection of mental health</b></p>	<p>All residents of the SHUH/KH PSA</p>	<ol style="list-style-type: none"> <li>1. Increase access to lower cost education that can improve an individual's health.</li>   <li>2. Create referral channels from primary care to community-based resources for lifestyle support services and chronic disease management.</li>   <li>3. Increase cancer prevention methods by offering free or low cost screenings for early detection</li> </ol>	<ol style="list-style-type: none"> <li>1. Create a low cost education program to address a component of physical health             <ol style="list-style-type: none"> <li>A. Identify one program by 6/30/16</li> <li>B. Pilot one program by 6/30/17</li> <li>C. Fully implement program by 6/30/18</li> </ol> </li> <li>2.1. Increase referrals to United Lifestyles over established baseline             <ol style="list-style-type: none"> <li>A. 5% increase by 6/30/16</li> <li>B. 10% increase by 6/30/17</li> <li>C. 20% increase by 6/30/18</li> </ol> </li> <li>2.2. Grow patient volume in diabetes prevention and management programs over established baseline             <ol style="list-style-type: none"> <li>A. 5% increase by 6/30/16</li> <li>B. 10% increase by 6/30/17</li> <li>C. 15% increase by 6/30/18</li> </ol> </li> <li>2.3. Increase patient utilization of Community Health Worker programs for COPD             <ol style="list-style-type: none"> <li>A. Implement COPD program by 6/30/16</li> <li>B. Increase patient participation by 10% by 6/30/17</li> <li>C. Increase patient participation by an additional 10% by 6/30/18</li> </ol> </li> <li>3.1. Complete free or affordable cancer screening events             <ol style="list-style-type: none"> <li>A. At least 2 screening events by 6/30/16</li> <li>B. At least 4 events by 6/30/17</li> <li>C. At least 6 events by 6/30/18</li> </ol> </li> <li>3.2. Increase participation in screening events over established baseline             <ol style="list-style-type: none"> <li>A. 10% increase by 6/30/17</li> <li>B. 20% increase by 6/30/18</li> </ol> </li> </ol>
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**Spectrum Health United and Kelsey Hospitals' Community Health Needs Assessment Implementation Plan**  
**Early Detection, Prevention and Management of Chronic Disease**  
**July 2015-June 2018**

Health Need	Population Served	Action	Measurable Impact
		<p>4. Educate and empower youth to mitigate health risk factors at an early age.</p>	<p>4. Implement education programs targeting youth risk behavior over established baseline</p> <ul style="list-style-type: none"> <li>A. Implement at least 2 education programs by 6/30/17</li> <li>B. Implement 4 education programs by 6/30/18</li> </ul>



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

For the period of July 2015-June 2018

Term	Definition
<b>Advanced directive</b>	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.
<b>Advanced Practice Provider (APP)</b>	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.
<b>Bariatrics</b>	The branch of medicine that deals with the causes, prevention, and treatment of obesity.
<b>Behavioral Health</b>	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.
<b>Cardiovascular and Thoracic (CVT)</b>	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 congenital heart surgeons.
<b>Chaplaincy Program</b>	A member of the clergy trained to listen to the patient's story, <i>to be present to</i> 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.

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Term	Definition
<b>Chronic disease</b>	A persistent or recurring disease that affects a person for at least three months.
<b>Colon cancer screenings</b>	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.
<b>Convenient Care</b>	Clinics that are a category of walk-in clinics that treat uncomplicated minor illnesses and provide preventative <i>healthcare</i> services.
<b>Emergency Department (ED)</b>	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.
<b>Federally Qualified Health Center (FQHC)</b>	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.
<b>FitKids360</b>	FitKids360 is a healthy lifestyle program for overweight children and their families.
<b>Full Time Equivalent (FTE)</b>	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.
<b>HBA1C</b>	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.
<b>Institute for Healthcare Improvement (IHI)</b>	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.
<b>Integrating behavioral health collaborative care programs</b>	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.

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For the period of July 2015-June 2018

Term	Definition
<b>Low birth weight (LBW)</b>	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.
<b>Mammogram</b>	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 <i>mammography</i> is the early detection of breast cancer, typically through detection of characteristic masses and/or micro calcifications.
<b>Marketplace</b>	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.
<b>Maternal Infant Health Program</b>	Programs to improve women’s health before, during, and after pregnancy to reduce both short- and long-term problems.
<b>Medicaid</b>	A United States federal health care program for families and individuals with low income and limited resources.
<b>Medicare</b>	A United States federal system of health insurance for people over 65 years of age and for certain younger people with disabilities.
<b>Metrics</b>	A standard for measuring or evaluating something, especially one that uses figures or statistics
<b>Mothers Offering Mothers Support (MOMS)</b>	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.
<b>Next third available appointment</b>	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.
<b>Obstetrics/Gynecology (OB/GYN)</b>	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.
<b>PAP Smear</b>	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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<b>Primary Care</b>	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.
<b>Primary Care Emergency Department (ED) Sensitivity</b>	Patients using the hospital emergency departments for non-urgent care and for conditions that could have been treated in a primary care setting.
<b>Psychiatry Behavioral Medicine Integrated (PBM+)</b>	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).
<b>Readmission</b>	A subsequent admission to the hospital that occurs within 30 days of a previous admission's discharge.
<b>Referral</b>	An act of referring someone or something for consultation, review, or further action.
<b>Sliding fee scale</b>	Variable pricing for products, services, or taxes based on a customer's ability to pay.
<b>Smoking cessation</b>	Discontinuation of the habit of smoking, the inhaling and exhaling of tobacco smoke.
<b>Telehealth or Telemedicine</b>	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.
<b>Trimester</b>	A period of three months, especially as a division of the duration of pregnancy.
<b>Triple Aim</b>	The pursuit of improving the experience of care, improving the health of populations, and reducing per capita costs of health care.

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

For the period of July 2015-June 2018

Term	Definition
<b>Very low birth weight (VLBW)</b>	A birth weight of a live born infant of less than 1,500 g (3 pounds 5 ounces) regardless of gestational age.