

Spectrum Health
Ludington Hospital
Community Health Needs Assessment

2023-2025 Implementation Strategy



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Executive Summary

In November 2022, Spectrum Health Ludington Hospital adopted the Community Health Needs Assessment that identified the top community health needs in Mason and Oceana counties. The present report provides details on strategies Spectrum Health Ludington Hospital will employ to address these community health needs between Jan. 1, 2023, and Dec. 31, 2025.

The significant health needs identified in the most recent Community Health Needs Assessment are behavioral health, chronic disease, access to health care and economic security. Through stakeholder input, it was decided to address three of these needs in the present implementation strategy: behavioral health, chronic disease and access to health care. The process of identifying or developing strategies to address these needs was a collaborative effort between Spectrum Health Ludington Hospital leaders, subject matter experts and Spectrum Health Ludington Community Board members.

Spectrum Health Ludington Hospital will dedicate significant resources toward improving the health of our community, with a focus on behavioral health, chronic disease and access to health care. By committing to the included strategies, strengthening community collaborations and focusing on measurable outcomes, we plan to show improvement in these areas by 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 residents, 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 [ifahe.aha.org/123forequity](https://www.ifahe.org/123forequity), and is embracing its role as an Anchor Institution, which is explained at this link: [healthcareanchor.network](https://www.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 once every three years. 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 Ludington Hospital 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 54 of the 2021-2022 Spectrum Health Ludington Hospital 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 Ludington Hospital. This workgroup was made up of community board members and hospital 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 Ludington 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 Ludington Community Board in January 2022 for a final recommendation of significant health needs to be addressed in the 2023-2025 Spectrum Health Ludington Implementation Strategy.

The Spectrum Health Ludington 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 service and potential collaborations between agencies and the hospital.

Spectrum Health Ludington Implementation Strategy Workgroup

- Amelia Ashcraft, Spectrum Health Ludington Medical Group Advanced Practice Providers
- Lynne Cavazos, Supervisor, Oceana County Pentwater Township
- Drew Dostal, Regional Market Leader, President, Spectrum Health Northwest
- Mitch Foster, Manager, City of Ludington
- Rusty Fralic, Spectrum Health Ludington Hospital Community Board Member
- O'Neayla Gronstal, Director, Food Club of Mason County
- Kevin Hughes, Director, District Health Department #10
- Dr. Jason Jeffrey, Superintendent, West Shore Educational District
- Marc Lenz, Spectrum Health Ludington Hospital Community Board Chair
- Jeff Mount, Superintendent, Mason County Central School District
- Kaley Petersen, Regional Community Programs Director, Spectrum Health Ludington Hospital
- Monica Schuyler, Director, Pennies From Heaven Foundation
- Josh Snyder, Chief Clinical Officer, West Michigan Community Mental Health
- Jeremy Vronko, Chief Operating Officer, Spectrum Health Ludington Hospital

Significant Health Needs Addressed

Behavioral Health

About the Significant Need

Behavioral health is essential to a person's well-being, healthy relationships and ability to live a full life. It also plays a significant role in people's ability to maintain good physical health, because behavioral health is closely linked with mental health. Poor mental health increases the risk for many chronic health conditions. Behavioral health access and services were a known issue prior to the COVID-19 pandemic, but the pandemic has intensified the need for behavioral health services and further displayed the limitations in available providers and services that exist in rural communities.

Geographic disparities exist at the census tract level, with a substantial portion of those with poor behavioral health living in the western part of the region, which is a more rural setting—specifically in the Spectrum Health Ludington Hospital service area in Mason and Oceana counties. Aspects of the Spectrum Health Ludington Hospital service area's social environment, such as widespread poverty, make area residents more susceptible to mental and behavioral health challenges.

Lack of access to behavioral health services is the result of limited providers and services, insurance limitations and barriers, and limited options for physical transportation to access the services and providers that are available. Expansion of telehealth services in some instances support expanded access; however, the number of providers remains limited, and not all residents have dependable broadband to leverage telehealth services.

The Health Profession Shortage Area score for the service area ranks at 17.8, worse than the state average. In addition, there is a higher prevalence of intentional self-harm, 17.8 per 100,000 population. Providers state that mental health resources and services for patients are missing in the community they serve, and this ranks as the No. 1 issue noted within behavioral health. There is a lack of mental health services and resources in the rural setting, and due to increased demand for service there are often significant wait times to access care from the services and providers that are available. In addition, stigma still exists around expressing mental health needs and seeking services to support them.

Goal

Enhance collaboration with key area stakeholders and leaders to adopt an Interconnected Systems Framework approach to address behavioral health in both school-age and adult populations. This includes implementation of evidence-based interventions for suicidal ideation in addition to proactive measures of mental health intervention and stigma reduction.

Addressing the Need

We are taking a policy, systems and environmental approach to addressing access to mental health services. This requires strategic collaboration with

identified stakeholders in the community so we can collectively address the lack of mental health provider services, identify known assets and ensure they are being leveraged appropriately, and begin setting up the environment and systems that proactively address mental health early on and through the life span to address the known stigma that exists around mental health services and support building resiliency.

Interconnected Systems Framework for Behavioral Health

Background

The ISF is a structure and process to integrate Positive Behavioral Interventions and Supports and mental health programs within school systems. The framework strategically aligns resources, training, systems, data and practices to improve outcomes. There is an emphasis on prevention, early identification, and intervention of the social, emotional and behavioral needs of students.

The ISF for behavioral health includes the following community leaders and stakeholders: service area school district superintendents; the executive director of United Way of Mason County; executive leadership of West Michigan Community Mental Health; leadership of District Health Department #10; West Shore Educational Service District superintendent; area school social workers, counselors, and student support services; and executive leadership of Spectrum Health Ludington Hospital.

This collaborative group of targeted leadership will begin adopting the ISF model for systems change related to mental health access and services. The initial framework will target the school-age population and families of those students, with intended expansion for further adult and community populations in Mason and Oceana counties.

The ISF method for mental and behavioral health services is a policy, environment and systems approach for Spectrum Health Ludington Hospital and the community partners of Mason and Oceana counties. National mental health provider shortages exist; therefore, it is of the utmost importance that we collectively as a community understand the resources that are available within our service area of Mason and Oceana counties, that we leverage them appropriately, that we have mutual understanding with key constituents on where gaps exist and how we address them, and

that we build an environment that fosters resilience and proactively addressing mental health wellness. This can only successfully occur through a strategic collaboration with shared goals, understanding and policy in place. This is the overarching rationale and justification for the ISF approach.

Objectives

- By Dec. 31, 2023, Spectrum Health Ludington Hospital, in strategic partnership with community leaders, will adopt the Interconnected Systems Framework model for mental and behavioral health services.
- By Dec. 31, 2024, the Interconnected Systems Framework collaborative will implement at least one policy or environmental support designed to improve access to behavioral health services.
- By Dec. 31, 2025, the Interconnected Systems Framework collaborative will implement at least two additional policies or environmental supports designed to improve access to behavioral health services.

Collaborations

The Interconnected Systems Framework collaborative is made successful only through strategic partnerships within the community. Those partnerships are:

- Spectrum Health Behavioral Health service line
- Mason and Oceana school district superintendents
- District Health Department #10
- United Way of Mason County
- West Michigan Community Mental Health Services

Resources

Spectrum Health Ludington Hospital will commit a minimum of five hours per month of Spectrum Health Ludington Hospital leadership time to remain a key position and integrated connection point with the Interconnected Systems Framework community collaborative. Executive-level resources will prioritize time to attend ISF meetings to commit to the required community strategic collaboration. This will support the effort to address mental and behavioral health resources and access in our community.

Strategy-Specific Diversity, Equity and Inclusion

Spectrum Health will prioritize school districts with higher social determinants, suicide attempts and/or deaths, as identified by available state and local data. A regular clinical review process for participating schools is built into the program to encourage program fidelity,

share best practices and evidence-based interventions, address challenges, remove barriers and adjust suicide prevention strategies according to identified needs and trends.

Mental Health First Aid



Background

Mental Health First Aid is a skills-based training course that instructs participants about mental health and substance misuse issues. The training helps participants identify, understand and respond to signs of addiction and mental illness. The target population for this strategy consists of individuals over age 18. This certification course is an eight-hour intensive training that teaches a five-step action plan to help an adult or youth who is in the preliminary stages of developing a mental health problem or crisis and is offered in both in-person and virtual formats.

Mental Health First Aid is taught by certified instructors from the Mental Health Foundation of West Michigan to small groups of 30 people or less. The foundation provides two Mental Health First Aid modules: one for adults who work with youth, and another for adults who work with adults.

Objectives

- By Dec. 31, 2023, Spectrum Health Ludington Hospital will train two community programs health educator team members in Mental Health First Aid.
- By Dec. 31, 2024, participation in Mental Health First Aid classes in Mason and Oceana counties will increase from zero participants (calendar year 2022 baseline) to a minimum of 100 individuals.
- By Dec. 31, 2025, a minimum of 50% of Mental Health First Aid participants will report increased confidence in their ability to deploy strategies learned in class.

Collaborations

Key collaborators in this work are:

- Mason County Central School District
- Mason County Eastern School District
- Ludington Area School District
- G2S Charter Academy
- United Way of Mason County Family Link
- ISF Behavioral Health Collaborative
- West Michigan Community Mental Health Services

- Pentwater Public School System
- Hart Public School System
- Shelby Public School System
- Whitehall Public School system
- Ludington and Scottville Area Chamber of Commerce
- Pentwater Chamber of Commerce

Resources

Spectrum Health Ludington Hospital will allocate a minimum of 0.25 full-time-equivalent resources for the Mental Health First Aid training and certification of two Spectrum Health Ludington Hospital staff members to provide standardized training in Mental Health First Aid to the following groups: interested school systems, interested community organizations and agencies.

Strategy-Specific Diversity, Equity and Inclusion

Spectrum Health Ludington Hospital will prioritize school districts with higher social determinants, suicide attempts and/or deaths, as identified by available state and local data. A regular clinical review process for participating schools is built into the program to encourage program fidelity, share best practices and evidence-based interventions, address challenges, remove barriers, and adjust suicide prevention strategies according to identified needs and trends.

Blue Envelope Zero Suicide Training

Background

Schools in Mason and Oceana counties lack a unified and comprehensive program to better meet the rising mental health needs of students, particularly around suicide. Spectrum Health Ludington Hospital responded to this need with its school-based Zero Suicide initiative featuring the Suicide S.A.F.E. Team Response: School Blue Envelope Program, also referred to as School Blue Envelope. This program recognizes that “suicide prevention is everyone’s responsibility,” underscoring the need for universal training and collaboration among all team members.

The School Blue Envelope training instructs school staff on how to have critical conversations with youth in crisis, utilizing two evidence-based tools: the Columbia-Suicide Severity Rating Scale and the Stanley-Brown Safety Plan.

The program consists of:

1. Two different training courses on a protocol aimed at identifying and properly handling situations in which a student or staff member has expressed suicidal ideation. Training is universally offered to all staff and administration in target school districts—middle and high schools.
2. Two to three clinical review meetings each academic school year for the first three years.
 - a. The clinical reviews include all schools trained in the School Blue Envelope Program within their respective counties.
 - b. Data is collected for each School Blue Envelope event to identify trends of student demographics, interventions provided and social characteristics associated with suicidal ideation.
 - c. Participating schools collaborate to share best practices, engage teams, and identify and overcome barriers.

3. Annual condensed refresher courses for school staff.

Spectrum Health’s School Blue Envelope Program will be implemented in three school districts in Mason and Oceana counties, initially educating all middle and high school staff and administrators. By implementing the School Blue Envelope Program, Spectrum Health, in collaboration with our community partners, intends to increase knowledge of suicide prevention, improve confidence of the school staff when responding to students with suicide crises, and reduce suicides in school-age youth as students are identified and receive early interventions with S.A.F.E. action steps, while adopting a common language, unifying all school personnel to identify at-risk students.

Objectives

- By Dec. 21, 2023, Spectrum Health Ludington Hospital will identify and form a letter of agreement with at least one school district in Mason County and one school district in Oceana County who will engage in and complete Blue Envelope zero suicide programming.
- By Dec. 31, 2024, the School Blue Envelope Program will expand from zero to two school districts in Mason County.
- By Dec. 31, 2025, the School Blue Envelope Program will expand from zero to one school district in Oceana County.

Collaborations

The following are key collaborators and partners:

- Interconnected Systems Framework community stakeholder collaborative
- Mason and Oceana County School Districts
- West Michigan Community Mental Health
- United Way of Mason County Family Link
- District Health Department #10

Resources

The following team members and resources will be dedicated as in-kind support for delivery of the program in Mason and Oceana counties:

- A Spectrum Health Ludington Hospital-based community health educator with designated time allocated as local community liaison between school districts and Spectrum Health Behavioral Health service lines
- Tangible training materials
- Locally based marketing and communication tactics and efforts to support community awareness

Strategy-Specific Diversity, Equity and Inclusion

Spectrum Health will prioritize school districts with higher social determinants, suicide attempts and/or deaths, as identified by available state and local data. A regular clinical review process for participating schools is built into the program to encourage program fidelity, share best practices and evidence-based interventions, address challenges, remove barriers, and adjust suicide prevention strategies according to identified needs and trends.

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. According to health care providers and residents surveyed in the region, access to quality health care services was ranked first and second, respectively, as a top factor for a thriving community.

Nearly 20% of surveyed providers identified that primary care services were lacking in their communities. In addition, Mason County has a higher Health Provider

Shortage Area score compared to its region—indicating lower potential access to health care in the area. Because of this, residents continue to experience long wait times for appointments, including primary care for both adults and children. Rurality, limited access to providers and unaffordability of care have been identified by residents of the area as the most significant obstacles to receiving health care. However, residents have cited telehealth as being a potential solution to improving access. These factors, combined with issues such as lack of reliable transportation, difficulty navigating health care bureaucracy, and limited availability of childcare, may disproportionately affect low-income, rural and otherwise marginalized residents such as ethnic minorities and those who identify as LGBTQ+. 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 within 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

Spectrum Health Ludington Hospital will support and collaborate with local city, county and area partners to increase access to local care by enhancing countywide public transportation.

Addressing the Need

Expand Countywide Public Transportation to Support Increased Access to Care



Background

In Mason County there is a lack of comprehensive public transportation to support all areas and townships

across the county. This creates transportation gaps and barriers for Mason County residents to access services throughout the region, including accessing health care services. This lack of transportation broadens the gap of health disparity and disadvantages a portion of our population who have environmental barriers to successfully managing their health care needs. To successfully close this gap, it will be essential for Spectrum Health Ludington Hospital executive leadership, care management and community services to collaborate directly with local city and county government to support the expanded access of public transportation services.

Spectrum Health Ludington Hospital will specifically partner with Ludington Mass Transit Authority to expand its scope of service and regional coverage to broaden public transportation to all of Mason County, thus increasing equitable access to health care services. Specific areas of opportunity include eastern portions of Mason County and Hamlin Township in the northern portion of the county. Currently these locations do not receive public transportation support, and residents living in these areas are left without transportation options outside of owning their own vehicle, paying for ambulance service, or seeking family or friend support.

Currently there are preliminary conversations taking place between the following stakeholders: Pere Marquette Township, Ludington Mass Transit Authority, Mason County Council on Aging, Ludington Senior Center, Spectrum Health Ludington Hospital, and the Community Foundation of Mason County. These parties have begun exploring leveraging the third-party vendor “Rides to Wellness,” which would provide additional staffing resources to expand public transportation countywide. By expanding countywide using this third-party resource, we could obtain the metrics and data required to make long-standing millage change across the county by demonstrating the need with objective measures and numbers. This collaborative approach is new for Mason County but is necessary in order to bring about the long-term environment and systems change that must occur to improve this significant rural health access issue.

Objectives

- By Dec. 31, 2023, Spectrum Health Ludington Hospital will provide the internal policy change to create referral pathways for nonemergency medical transportation and will coordinate transportation services with Michigan Transportation Connection's Rides to Wellness representative.
- By Dec. 21, 2024, Spectrum Health Ludington Hospital will decrease no-show and cancellation appointments to medical appointments by 10% because of transportation agreement and internal protocol developed.
- By Dec. 31, 2025, Spectrum Health Ludington Hospital, in partnership with Ludington Mass Transit and the transportation collaborative, will implement at least one policy or environmental support designed to improve transportation access across Mason County.

Collaborations

Access by means of transportation collaborators are:

- Ludington Mass Transit Authority
- Pere Marquette Township of Mason County
- Community Foundation of Mason County
- Ludington Area Senior Center
- City of Ludington
- Local Mason County government officials
- Mason County Council on Aging
- Michigan Department of Transportation
- Lewis-Mason-Thurston Area Agency on Aging
- Scottville Area Senior Center
- Rides to Wellness

Resources

Spectrum Health Ludington Hospital will make a commitment to dedicate hospital leadership time and resources to partner with the county transportation collaborative with the aim of expanding county public transportation. Exact financial commitment is not known at this time, but the Spectrum Health Foundation of Ludington Hospital is prepared to support potential financial resources required to subsidize the Rides to Wellness program, enabling our county to collect the data required to support the case for millage supporting public transportation countywide.

Strategy-Specific Diversity, Equity and Inclusion

Spectrum Health Ludington Hospital will work with Rides to Wellness and Ludington Mass Transit to target and focus the transportation efforts on geographical areas

with lower socioeconomic status that lack existing public transportation and independent transportation options. In addition, Spectrum Health Ludington care management and social work staff will be focusing their referral pathways on those patients who identify with access barriers and needs.

Pilot Mobile Primary Care Outreach



Background

Lack of proximity and walkable access to medical services in our rural communities remains a barrier to health care access. Robust and thorough public transportation does not exist in our service area, and those who lack reliable transportation are at a disadvantage to access care and seek service to address care proactively. This leads to exacerbation of health issues, resulting in higher-acuity needs and more substantial medical issues. Bringing health care services to the most remote and rural portions of Mason and Oceana counties gives health care providers the potential to directly interface with those residents who otherwise would not receive services.

Spectrum Health Ludington Hospital will pilot a mobile primary care clinic. A mobile clinic is the use of a bus, RV, trailer or other vehicle to physically drive and bring health services to underserved populations in areas within a community that otherwise do not have access to health services. The mobile clinic will be a multiagency collaborative, with the two primary partners being District Health Department #10 and Spectrum Health Ludington Hospital, acting as an extension of our respective organizations. The focus of this mobile clinic will be on primary care, preventive health support, and resources and information to support navigating to other communities and health-based resources to foster wellness and health.

By piloting a mobile primary care outreach program, we would be able to establish standing access to higher-risk rural areas and bring service directly to those residents. The providers who would serve on the mobile primary care outreach platform would not only seek to address the most pressing and acute needs but also support education to patients on navigating the health care system, including insurance, medical, financial, and other resources as warranted. In addition, we recognize

that health and wellness go far beyond retroactively addressing health issues, and therefore we will mindfully partner with our local district health department and local food club nonprofit partner on this pilot program, helping bring access to vaccines, immunizations, public health resources, fresh produce and whole food to the most rural and underserved areas.

Objectives

- By Dec. 31, 2023, Spectrum Health Ludington Hospital will have successfully executed a contract with District Health Department #10 on partnership of mobile primary care outreach program and developed the necessary protocol to deliver the service.
- By Dec. 31, 2024, the Spectrum Health Ludington Hospital mobile primary clinic unit will have provided service to at least 50 patients.
- By Dec. 31, 2025, Spectrum Health Ludington Hospital will have provided mobile medical service to at least 100 patients.

Collaborations

- District Health Department #10
- Community Foundation of Mason
- Lakeshore Resource Network
- Lakeshore Food Club
- United Way of Mason County Family Link
- Mason County Eastern School District
- Mason County religious affiliations

Resources

Spectrum Health Ludington Hospital will commit a minimum of five hours per month of Spectrum Health Ludington Hospital leadership time to partner with the county transportation collaborative with the aim of expanding county public transportation. The mobile clinic vehicle will be supplied by either District Health Department #10 or Spectrum Health Community Response.

Strategy-Specific Diversity, Equity and Inclusion

The transportation program will target the rural geographical areas that lack public transportation options, thus providing service to the underserved populations.

Chronic Disease

About the Significant Need

Chronic diseases continue to have a significant impact on the population of Mason County as the leading

causes of death. Heart disease and cancer remain the leading causes of death in the county, reflecting the figures in Michigan and the U.S. and exceeding state death rates. Chronic diseases are complex, and their causes are complicated. However, many chronic diseases are caused by risky behaviors such as poor nutrition, tobacco use, lack of physical activity and substance misuse.

Social determinants of health, or the conditions in which people live, work and play, include factors like access to care, neighborhood safety, transportation and green spaces for physical activity. Social determinants of health are contributing factors to health inequities. For example, people without access to a safe place for physical activity may be more likely to be obese, which raises the risk of other chronic diseases, like heart disease and diabetes. Residents of Mason County note many barriers to physical activity, including living a great distance from community resources; not having enough affordable recreation activities; not having enough affordable physical activity programs; and not enough pedestrian paths, trails, walkways or bike lanes. Also, vulnerable residents ranked promotion of nutrition and physical activity as one of the highest priorities for people to live healthy lives. Food insecurity was ranked by area residents as the most crucial factor in being able to live a healthy life. Child food insecurity, for example, exceeds the overall Michigan rates as well as the region.

Household incomes seem to drive chronic disease outcomes significantly in the area, with those living below the poverty line being more likely to experience all the aforementioned conditions. As previously mentioned, chronic diseases are complex and their causes are complicated, 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

Spectrum Health Ludington Hospital will foster evidence-based healthy lifestyle choices to prevent chronic disease manifestations and increase awareness of existing resources that promote health and help treat and prevent chronic disease.

Addressing the Need

Coordinated Approach to Childhood Health



Background

The CATCH program pairs policy, system and environmental supports with direct education to influence the nutrition and physical activity choices of school-age youth. The two main behavioral targets are helping children identify and choose healthy foods and increasing moderate-to-vigorous physical activity. CATCH's training and curriculum provide the information and resources teachers and staff need to implement strategies to improve child health.

The CATCH program is based on the Centers for Disease Control and Prevention's Whole School, Whole Community, Whole Child model and has four main components: 1) the Eat Smart school nutrition program, 2) classroom curriculum, 3) a physical education curriculum and 4) a Coordination Kit. The Coordination Kit provides a step-by-step guide to facilitate collaboration among administrators, teachers, nutrition staff, parents and other important stakeholders. Most importantly, CATCH makes nutrition learning and physical activity fun. Over 120 peer-reviewed scientific publications affirm the effectiveness of CATCH in increasing physical activity and healthy eating and reducing obesity and overweight status. Additionally, participating schools establish a school wellness committee that implements the CATCH program. Participating schools complete an environmental and policy scan that documents the school's current wellness environment and policies.

The identified CATCH committees and school administration will work with Spectrum Health Ludington Hospital to determine what areas and policies they would like to focus on for the upcoming year. CATCH provides an opportunity to reverse the trend of chronic disease and help break the intergenerational cycle that is contributing to poor eating habits and physical inactivity. Healthy students are better prepared to learn and succeed in the classroom. Through the CATCH platform, schools can improve the school health environment through policy, program development and culture change. This change in schools will require everyone to work together, as well as coordinated messaging from the health system, administrators, teachers, parents and students.



Objectives

- By Dec. 31, 2025, Spectrum Health Ludington Hospital will expand the Coordinated Approach to Childhood Health program by one school annually, with a baseline of one at the end of 2022.
- By Dec. 31, 2025, 100% of schools participating in the Coordinated Approach to Childhood Health program will implement at least one policy or environmental support designed to improve student nutrition and/or increase physical activity during the school day.

Collaborations

Program collaborators include:

- Area public elementary schools in Mason and Oceana counties
- Coordination Approach to Childhood Health International
- Michigan State University Extension
- Food Club of Mason County
- United Way of Mason County
- United Way of Oceana County

Resources

Spectrum Health Ludington Hospital will provide a 0.7 full-time-equivalent health educator to facilitate the delivery of the CATCH program in area elementary schools.

Through philanthropy, Spectrum Health Ludington Hospital will provide each school with supplies in the form of the CATCH kit and tools that are required to properly conduct the program.

Strategy-Specific Diversity, Equity and Inclusion

Individuals living in communities of lower socioeconomic status and with low access to healthy food options are at higher risk of obesity, diabetes and heart disease. Lack of access to healthy foods is exacerbated by limited knowledge of the benefits of eating healthy, inadequate transportation and economic insecurity. Program partners will identify community members with lower socioeconomic status.

Increased Vaping/Marijuana/Tobacco/Nicotine 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 Mason and Oceana counties, school administrators and teachers seek resources and education to address vaping, tobacco, nicotine and marijuana use with school programs.

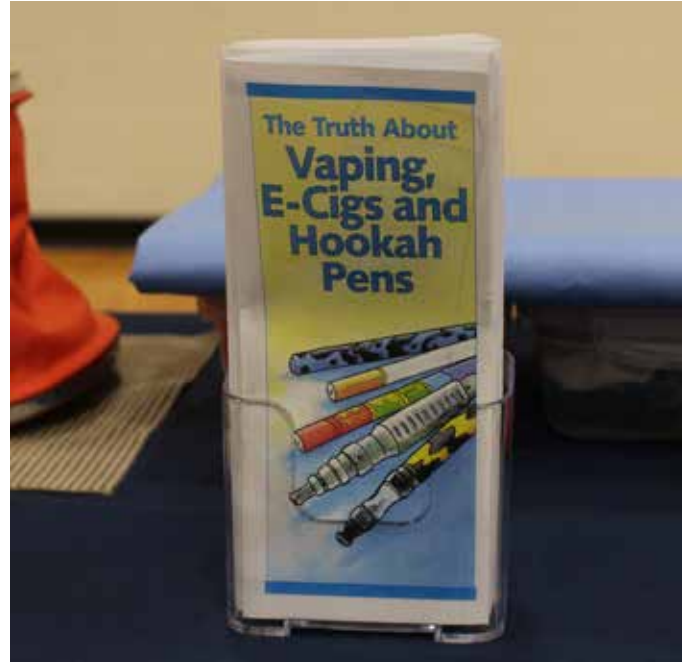
Tobacco treatment specialists from Spectrum Health Ludington Hospital partner with middle and high schools to extend classroom education that addresses all forms of tobacco use and vaping. These specialists use hands-on lessons to teach about the risks and dangers of vaping and the addictive factor of 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 Mason and Oceana counties. 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. 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, 2024, Spectrum Health Ludington Hospital will provide vaping/tobacco/nicotine/marijuana education to at least three elementary schools.
- By Dec. 31, 2025, Spectrum Health Ludington Hospital will provide vaping/tobacco/nicotine/marijuana education to at least five middle schools.

- By Dec. 31, 2025, Spectrum Health Ludington Hospital will aid in the implementation of one vaping policy or environmental support in at least two schools.



Collaborations

The following are key collaborators and partners in this work:

- Mason County Central School District
- Mason County Eastern School District
- Ludington Area School District
- Pentwater Public School District
- Hart Public Schools
- District Health Department #10
- The Leeward Initiative

Resources

Spectrum Health Ludington Hospital has one nurse who is a trained tobacco treatment specialist allocating 0.2 FTE to tobacco, nicotine and marijuana education. Also, there are two health educators; one a 1.0 FTE and the second a 0.7 FTE who will work directly in the schools to provide elementary and middle school nicotine, tobacco, marijuana and vaping education in the schools. They will also assist school administrators with updating policies and procedures around vaping and marijuana use, working closely with our District Health Department #10 partners.

Strategy-Specific Diversity, Equity and Inclusion

The Tobacco and Nicotine treatment program will be made available to all schools in the Mason and Oceana

County service area and schools residing in higher tobacco and nicotine rates will take priority as we cadence the onboarding of schools for the educational content and programming.

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 Ludington Hospital'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 development process starts.

Community Resources

The following organizations are tasked with economic development initiatives in Mason and Oceana counties:

- The Right Place
- Ludington and Scottville Area Chamber of Commerce
- Oceana Community Foundation

- Mason Community Foundation
- Michigan Economic Development Corporation
- Oceana County Economic Development
- West Michigan Shoreline Regional Development Commission
- Michigan Small Business Development Center
- The Starting Block
- Pentwater Chamber of Commerce
- Hesperia Chamber of Commerce
- Shelby Area Chamber of Commerce
- Silver Lake Sand Dunes Area Chamber of Commerce
- Mason County Growth Alliance

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

- United Way of Mason County
- United Way of Oceana County
- Pennies From Heaven Foundation

Appendix

Abbreviated Tables

Significant Need: Behavioral Health				
<p>Goal: Enhance collaboration with key area stakeholders and leaders to adopt an Interconnected Systems Framework approach to address behavioral health in both school-age and adult populations. This includes implementation of evidence-based interventions for suicidal ideation in addition to proactive measures of mental health intervention and stigma reduction.</p>				
Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Adults in Mason and Oceana counties	Interconnected Systems Framework for behavioral health	By Dec. 31, 2023, Spectrum Health Ludington Hospital, in strategic partnership with community leaders, will adopt the Interconnected Systems Framework model for mental and behavioral health services.	Adoption of the Interconnected Systems Framework model by Spectrum Health Ludington Hospital.	7
		By Dec. 31, 2024, the Interconnected Systems Framework collaborative will implement at least one policy or environmental support designed to improve access to behavioral health services.	Implementation of at least one policy or environmental support designed to improve access to behavioral health service.	7
		By Dec. 31, 2025, the Interconnected Systems Framework collaborative will implement at least two additional policies or environmental supports designed to improve access to behavioral health services.	Implementation of at least two policies or environmental supports designed to improve access to behavioral health service.	7
Adults in Mason and Oceana counties	Mental Health First Aid	By Dec. 31, 2023, Spectrum Health Ludington Hospital will train two community programs health educator staff members in Mental Health First Aid.	Number of community programs health educator staff members trained in Mental Health First Aid.	8
		By Dec. 31, 2024, participation in Mental Health First Aid classes in Mason and Oceana counties will increase from zero participants (calendar year 2022 baseline) to a minimum of 100 individuals.	Increase in number of participants in Mental Health First Aid classes by 100 individuals.	8
		By Dec. 31, 2025, a minimum of 50% of Mental Health First Aid participants will report increased confidence in their ability to deploy strategies learned in class.	Percentage of Mental Health First Aid participants reporting increased confidence in their ability to deploy strategies learned in class.	8

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
School districts in Mason and Oceana counties	Blue Envelope Zero Suicide training	By Dec. 31, 2023, Spectrum Health Ludington Hospital will identify and form a letter of agreement with at least one school district in Mason County and one school district in Oceana County that will engage in and complete Blue Envelope Zero Suicide programming.	Letter of agreement identified and formed with at least one school district in Mason County and one school district in Oceana County to engage in and complete the Blue Envelope Zero Suicide programming.	8
		By Dec. 31, 2024, the School Blue Envelope Program will expand from zero to two school districts in Mason County.	Two new school districts participating in the School Blue Envelope program in Mason County.	8
		By Dec. 31, 2025, the School Blue Envelope Program will expand from zero to one school district in Oceana County.	One new school district participating in the School Blue Envelope Program in Oceana County.	8

Significant Need: Access to Health Care

Goal: Spectrum Health Ludington Hospital will support and collaborate with local city, county and area partners to increase access to local care by enhancing countywide public transportation.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Spectrum Health Ludington Hospital patients who lack transportation options	Expand countywide public transportation to support increased access to care	By Dec. 31, 2023, Spectrum Health Ludington Hospital will provide the internal policy change to create referral pathways for nonemergency medical transportation and will coordinate transportation services with MTC's Rides to Wellness representative.	Referral pathways for nonemergency medical transportation and coordination of transportation services with MTC's Rides to Wellness provided.	10
		By Dec. 21, 2024, Spectrum Health Ludington Hospital will decrease no-show and cancellation appointments to medical appointments by 10% because of transportation agreement and internal protocol developed.	No-show and appointment cancellations decreased by 10%.	10
		By Dec. 31, 2025, Spectrum Health Ludington Hospital, in partnership with Ludington Mass Transit and the transportation collaborative, will implement at least one policy or environmental support designed to improve transportation access across Mason County.	Number of policies or environmental supports designed to improve transportation access implemented in Mason County	10
Spectrum Health Ludington Hospital patients who lack transportation options	Pilot mobile primary care outreach	By Dec. 31, 2023, Spectrum Health Ludington Hospital will have successfully executed a contract with District Health Department #10 on partnership in a mobile primary care outreach program and developed the necessary protocol to deliver the service.	Mobile primary care outreach program contract between Spectrum Health Ludington Hospital and District Health Department #10 successfully executed and delivered.	11
		By Dec. 31, 2024, Spectrum Health Ludington Hospital mobile primary clinic unit will have provided service to at least 50 patients.	Number of patients who were serviced by the mobile primary care outreach clinic.	11
		By Dec. 31, 2025, Spectrum Health Ludington Hospital will have provided mobile medical service to at least 100 patients.	Number of patients who were serviced by the mobile primary care outreach clinic.	11

Significant Need: Chronic Disease

Goal: Spectrum Health Ludington Hospital will support and collaborate with local city, county and area partners to increase access to local care by enhancing countywide public transportation.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
K-5 schools in Mason and Oceana counties	Coordinated Approach to Childhood Health	By Dec. 31, 2025, Spectrum Health Ludington Hospital will expand the CATCH program by one school annually, with a baseline of one at the end of 2022.	Number of schools in which the CATCH program is adopted annually.	13
		By Dec. 31, 2025, 100% of schools participating in CATCH will implement at least one policy or environmental support designed to improve student nutrition and/or increase physical activity during the school day.	Number of policies or environmental supports each school participating in the Coordinated Approach to Child Health Program implements.	13
K-5 schools in Mason and Oceana counties	Increased vaping/marijuana/tobacco/nicotine prevention in schools	By Dec. 31, 2024, Spectrum Health Ludington Hospital will provide vaping/marijuana/tobacco/nicotine education to at least three elementary schools.	Number of elementary schools in which vaping/marijuana/tobacco/nicotine education is provided.	14
		By Dec. 31, 2025, Spectrum Health Ludington Hospital will provide vaping/marijuana/tobacco/nicotine education to at least five middle schools.	Number of middle schools in which vaping/marijuana/tobacco/nicotine education is provided.	14
		By Dec. 31, 2025, Spectrum Health Ludington Hospital will aid in the implementation of one vaping policy or environmental support in at least two schools.	Number of schools in which a vaping or environmental support policy is implemented.	14



**Spectrum
Health**

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 مجاناً. اتصل على الرقم 1.844.359.1607 (TTY: 711).