

Spectrum Health
Zeeland Community Hospital
Community Health Needs Assessment

2022-24 Implementation Strategy



**Spectrum
Health**

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Executive Summary

In August 2021, Spectrum Health Zeeland Community Hospital adopted the Community Health Needs Assessment, which identified the top community health needs in Ottawa County. The present report provides details on strategies Zeeland Community Hospital will utilize to address these community health needs between January 1, 2022, and December 31, 2024.

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

Zeeland Community Hospital will dedicate significant resources toward improving the health of our community in the areas of mental health, access to care and obesity, as these have been identified as top concerns of stakeholders, key informants and underserved adults. Additionally, the data in each of these are trending in a negative direction. By strengthening community collaborations and focusing on measurable outcomes, we plan to show improvement in these areas before the end of 2024.



Introduction

Mission

The mission of Spectrum Health is to improve health, inspire hope and save lives. 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 System, a not-for-profit, integrated health system, is committed to improving the health and wellness of our communities. We live our mission every day with 31,000 compassionate professionals, 4,600 medical staff experts, 3,300 committed volunteers and a health plan serving more than 1 million members. Our talented physicians and caregivers are privileged to offer a full continuum of care and wellness services to our communities through 14 hospitals, including Helen DeVos Children's Hospital, 150 ambulatory sites and telehealth offerings. We pursue health care solutions for today and tomorrow that diversify our offerings. Locally governed and based in Grand Rapids, Michigan, our health system provided \$550 million in community benefit in calendar year 2019. Thanks to the generosity of our communities, we received \$37 million in philanthropy to support research, academics, innovation and clinical care. Spectrum Health has been recognized as one of the nation's 15 Top Health Systems by Truven Health Analytics®, part of IBM Watson Health™.

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 that 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 here: ifdhe.aha.org/123forequity, and is embracing its role as an Anchor Institution, which is explained at this link: healthcareanchor.network/.

To demonstrate this focus, considerations related to diversity, equity and inclusion are explicitly addressed for each strategy described in this document.

Internal Revenue Service Requirements

The Patient Protection and Affordable Care Act of 2010 set forth additional requirements that a hospital must meet to maintain its status as a 501(c)(3) Charitable Hospital Organization. One of the main requirements states that a hospital must conduct a Community Health Needs Assessment and must adopt an implementation strategy to meet the community health needs identified through the assessment. The law further states that the assessment must consider input from people who represent the broad interests of the community, including those with special knowledge of, or expertise in, public health. In response to the Affordable Care Act's requirements, Spectrum Health Zeeland Community Hospital produced a 2020 Community Health Needs Assessment and this document, the 2022 – 24 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, individually, pressing or important issues. Research activity from the Community Health Needs Assessment identified the following significant health needs:

- The COVID-19 pandemic had a broad and deep impact on the well-being of Ottawa County residents, especially the underserved.
- Mental health continues to be a critical issue and has not improved much from 2011.
- Addressing lack of affordable housing will improve the overall health and health care climate of the region.
- All residents of Ottawa County do not have the same level of access to care.
- Obesity (and being overweight): a sizeable majority of adults are either overweight or obese and this proportion has increased since 2017.
- Substance abuse has been an issue since 2011, although certain aspects of it have improved (e.g., opioid addiction, over-prescription).
- Chronic disease rates are relatively low, but some conditions merit watching since prevalence increased in this pandemic year.
- Certain risk behaviors, such as lack of exercise, lack of adequate fruit/vegetable consumption, and binge drinking remain issues worth addressing.
- The most appropriate way to address health and health care issues is from an integrated, holistic, or biopsychosocial perspective.
- Health disparities exist across several demographic groups.

Needs Addressed in Implementation Strategy

Key stakeholders and key informants consider mental health to be among the most pressing community issues. Additionally, Ottawa County area adults name access to care as their top consideration toward making the community “healthy.” And the proportion of adult area residents considered to be overweight or obese hovers around two-thirds and has remained consistent for the past 10 years. These key data points are the reason the significant needs being addressed in these implementation strategies are:

- Mental Health
- Access to Care
- Obesity

Spectrum Health recognizes that these significant health needs, particularly the social determinants of 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
Mental Health	
Access to Care	
Obesity	

Needs Not Addressed in Implementation Strategy

The following health needs identified in the 2020 Community Health Needs Assessment are not addressed in this plan:

- COVID-19
- Affordable Housing
- Substance Use
- Chronic Disease

- Risk Behaviors, such as lack of exercise and lack of adequate fruit and vegetable consumption
- Biopsychosocial
- Health Disparities

Each of the needs listed is important and is being addressed by numerous programs and initiatives operated by the hospital, other organizations within Spectrum Health and local community partners. However, this implementation strategy will not focus on them due to limited resources and the need to allocate significant resources to the three needs identified above.

Additional details about these significant needs and the rationale for their exclusion are discussed in detail in the “Significant Needs Not Addressed” section.

Process for Developing the Implementation Strategy

The strategy was developed through various events and planning meetings that included community board members, stakeholders and collaborators. These discussions were driven by their own experiences and past implementation strategy successes, as well as data in the original Community Health Needs Assessment. The overarching goal of the first planning event was to identify root causes for each significant need. Prioritization occurred at the end of the meeting. The goal of the second planning meeting was to rank issues to be addressed based upon ability to impact change and most feasible to address within available resources.

COVID-19

On January 9, 2020, the World Health Organization reported a pneumonia afflicting 54 individuals in Wuhan, China. The infections were traced to a new coronavirus, SARS-CoV-2, which quickly swept the globe in a deadly pandemic. A state of emergency was declared in Michigan on March 10, 2020, and by March 23 all residents were ordered to stay home and all nonessential businesses closed. The pandemic caused by the SARS-CoV-2 virus has resulted in widespread disruption of daily life, particularly for the

most vulnerable individuals and families in communities across West Michigan. Many people are out of work or working from home. Schools are providing either onsite learning, virtual learning or a combination of the two. While it is unwise to attempt to calculate the full impact of the pandemic at this time, it is safe to assume that the effects will be felt for years to come

The Spectrum Health System Command Center started planning for COVID-19 in January 2020, and opened 24 hours a day, seven days per week on March 3, 2020, to help our organization coordinate its response to the COVID-19 pandemic. We had no idea what was ahead but trusted in our talented team members, who demonstrated courage, compassion, curiosity and collaboration as they developed and executed the plans that would guide us, our patients, our partners and our communities through this health crisis.

Within the command center response structure, several teams responded by designing surge locations within the hospitals, supporting the increase in patients related to COVID-19 and allowing patients to stay close to home. Teams also designed several mass testing and vaccination locations to support the community in areas of need.

Through work within the command center teams, more than 6,800 patients have recovered from COVID-19 in our hospitals; 465,339 doses of the COVID-19 vaccine have been given through Spectrum Health’s efforts; 945,405 COVID-19 tests have been resulted through Spectrum Health West Michigan; and 4,935,408 team member daily screenings have been completed as of June 2021.

Significant Health Needs Addressed

Mental Health

About the Significant Need

Mental health, as defined by the World Health Organization, is “a state of well-being in which every individual realizes their own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to their community.” When a person lacks mental health, and that lack is chronic, results in significant distress and/or impairs personal functioning, the person is said to have a mental health disorder or a mental illness. There are a variety of types of mental illnesses that can occur individually or coexist at the same time. These include mood disorders (such as depression or bipolar disorder); anxiety disorders; personality disorders; psychotic disorders (such as schizophrenia); eating disorders; trauma-related disorders (such as post-traumatic stress disorder); and substance abuse disorders.

- There is a stigma associated with mental illness because its causes are difficult to observe, and typically mental illnesses do not have physiological markers. As mental health becomes more acceptable to discuss, the magnitude and consequences of poor mental health become more apparent. Untreated mental illnesses increase the risk of a person choosing unhealthy and/or unsafe behaviors (including substance abuse, violent/ destructive behavior and intentional self-harm). Mental illness can also increase the risk of chronic physical health conditions, including diabetes, hypertension, stroke and heart disease. Mental health is influenced by genetics, experiences of trauma, stress, coping abilities and behaviors/habits. In addition to these factors, systemic factors also contribute to the levels of mental illness. The complexity of the mental health system locks some patients out of the system entirely. Those

who can navigate the system often contend with an insufficient supply of providers to meet the demand of the community.

- According to the Ottawa County 2020 Community Health Needs Assessment, there was an increase in depression and anxiety among adults as compared to the data collected for the 2017 Community Health Needs Assessment. Additionally, among area adults with at least one day of poor mental health, over half (52.4%) said their poor mental health was due to the COVID-19 pandemic. Data comparing Ottawa County youth to adults indicates that more than three times as many youths (18.5%) have thought about suicide, and twice as many (36.8%) attempted it in the past year.

In response to this increased need to provide mental health support to our community, Spectrum Health implemented a team response protocol for school personnel. This work includes documentation of the concern, addressing any lethal means, completing a safety plan and notifying the parent/guardian. It also provides education on warning signs and proper resources for the family. Spectrum Health is committed to providing resources and support to families and connecting them to proper channels of care.

Goal

To increase capacity of residents of the community to respond to individuals expressing suicidal ideation and proceed with an evidence-based action plan.

Addressing the Need

Mental illness is a prominent issue across the country and has seen an increase in prevalence and severity over the last several years. Within our own Spectrum Health Medical Group Psychiatry and Behavioral Medicine office, close to 23% of referrals in the last year were for transitional aged youth (15 – 24). Additionally, mental health is one of the priority areas identified in the last two iterations of the countywide Community Health Needs Assessment.

Mental Health Strategies

School Blue Envelope Program

Background

Schools in Ottawa County expressed a need for a comprehensive program to better meet the rising mental health needs of students, particularly around suicide. Spectrum Health responded to this need with the Spectrum Health's Zero Suicide School Based Program featuring the Suicide SAFE¹ Team Response: School Blue Envelope Program, also referred to as the School Blue Envelope (S.B.E.) This program recognizes that "Suicide 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 (C-SSRS) and the



School Blue Envelope Program

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 the school.
 - a. Identifying target school districts—middle and high schools.
2. Leading four to five 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.

During the 2022 – 23, 2023 – 24 and 2024 – 25 academic years, Spectrum Health's School Blue Envelope Program will be implemented in 10 school districts in Ottawa County, 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, reduce suicides in school-aged youth as students are identified and receive early interventions with S.A.F.E.¹ action steps, and adopt a common language among all school personnel to identify students at risk.

Objectives

- By December 31, 2024, the School Blue Envelope Program will expand from four school districts to 10 school districts within Ottawa County.
- By December 31, 2024, a minimum of 85% of newly trained participating staff will report that they "strongly agree" or "moderately agree" that they have confidence in responding to a student who has expressed suicidal thoughts.
- By December 31, 2024, a minimum of 85% of newly trained, participating staff will report they "strongly agree" or "moderately agree" that they are comfortable with the steps needed to complete an interaction with a student who has expressed suicidal thoughts.
- By December 31, 2024, 100% of required departments in one additional school district will be trained in School Blue Envelope program.

Collaborations

The Blue Envelope School Task Force and current collaborators include community members, Holland

¹ S.A.F.E. = S: Stay with the student, A: Access help, F: Feelings: validate them, E: Eliminate lethal risk

Public Schools, Hope College, The Mental Health Foundation of West Michigan (be nice.), Ottawa Area Intermediate School District, Ottawa County Department of Public Health, Ottawa County Community Mental Health, Coopersville Schools, Hamilton Schools, Grand Haven Public Schools, Holland Hospital, North Ottawa Community Hospital, West Michigan Academy of Arts & Academics, West Ottawa Public Schools and Zeeland Public Schools.

Resources

Spectrum Health will provide all trainings, training materials and video vignettes (\$5,000 combined) along with data collection tools (\$5,000 for all Blue Envelope programs). Spectrum Health staff will implement this comprehensive program and provide ongoing consultative support for school teams by leading clinical reviews and data analysis for three years. The following staff will be dedicated as in-kind support for delivery of the program in Ottawa County:

- Clinical program manager (0.3 FTE): Provides program oversight, leadership and strategic planning.
- Community program coordinator (0.4 FTE): Initiates community collaboration for resources and provides organizational support at trainings, including data and program materials.
- Clinical program specialist (0.3 FTE): Trains School Blue Envelope participants and leads clinical reviews.

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. Additionally, LGBTQ and race/ethnicity statuses are being tracked and will continue to be tracked and reported.

Mental Health First Aid for Youth and Adults

Background

Mental Health First Aid is a skills-based training course that instructs participants about mental health and substance use issues. The training helps participants identify, understand and respond to signs of addictions and mental illnesses. The target population served for this strategy consists of individuals over the age of 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 fewer. The Foundation provides two Mental Health First Aid modules: one for adults who work with youth, and another for adults who work with adults. Spectrum Health Zeeland Community Hospital contracts with the Foundation for these classes.

Objectives

- By December 31, 2024, participation in Mental Health First Aid classes will increase from 24 participants (calendar year 2020 baseline) to a minimum of 120 individuals.
- By December 31, 2024, 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 include the Mental Health Foundation of West Michigan and Ferris State University School of Nursing.

Resources

Zeeland Community Hospital provides a 0.1 full time equivalent position to implement the Mental Health First Aid classes throughout the Spectrum Health regions. Zeeland Community Hospital also develops

and maintains the contract with the Mental Health Foundation of West Michigan for the Mental Health First Aid adult and youth classes. The contractual fee is \$1,500 per class to engage an instructor. A minimum of three classes are held per year, and the application fees for Continuing Education Units are an additional cost to Zeeland Community Hospital. Although these classes are contracted with the Mental Health Foundation of West Michigan, Zeeland Community Hospital is responsible for measuring participant satisfaction and level of confidence through our evaluation process.

Strategy-Specific Diversity, Equity and Inclusion

The Mental Health First Aid classes will be made available to all community members through general modes of promotion. Where cost or transportation is a concern, efforts will be made to break down barriers to increase participation, such as virtual learning and waived class fees. Classes can also be held at offsite locations that serve the underserved, such as Community Action House.

Access to Care

About the Significant Need

Access to health care remains a critical area of concern for several reasons, even though most Ottawa County residents have some form of health insurance. There are fewer physicians (per 100,000 population) in Ottawa County (62.9) compared to Michigan as a whole (79.4). According to the Behavioral Risk Factor Survey (BRFS), one in eight (11.9%) of adults in Ottawa County have no personal health care provider – or medical home – and this proportion is larger for underserved adults (16.5%). Additionally, among all Ottawa County adults, 8.6% have forgone health care in the past year due to cost, a rate slightly higher than in 2017 (7.4%). The long-term consequences of a lack of access to care can result in complex medical conditions, comorbidities, premature disability and inadequate quality of life. In addition, the complexity of the health care system, health insurance system, provider shortages, the accessibility of health care facilities and fragmentation of the health care system all contribute to a lack of access. Factors exacerbated by the COVID-19 pandemic include the technological barriers. Individuals without the technological means, knowledge or skills to use technological resources found themselves excluded from virtual health care opportunities.

Goal

Spectrum Health Zeeland Community Hospital will increase access to health care by expanding referrals to the Ottawa Pathways to Better Health Community Health Worker Program and providing financial support to the Ottawa County Broadband Access Study.

Addressing the Need

Zeeland Community Hospital believes addressing and improving access to care is key to improving the health of the community we serve. The Ottawa Pathways to Better Health Community Health Worker Program

removes many access barriers among residents within our community and encourages proper utilization of the health care system. Additionally, countless residents report that they do not have broadband access, or that access is unreliable or too expensive. Considering these continued reports and the static efforts of private-sector providers to address our county's gaps in coverage, the County and its strategic stakeholders are moving aggressively to improve and expand broadband service to achieve universal, affordable access for all.

Access to Care Strategies

Ottawa Pathways to Better Health Community Health Worker Program



Background

The Ottawa Pathways to Better Health Community Health Worker Program is available to individuals who are 18 years of age or older or pregnant; live in Ottawa County; are enrolled in or eligible for Medicare and/or Medicaid; have two or more chronic health conditions, such as diabetes, depression, anxiety, heart disease, arthritis, asthma, hypertension or long-term pain; and have challenges overcoming barriers to manage health conditions. This program is designed to assist people with accessing community services, improve health outcomes and decrease unnecessary hospitalizations and emergency department visits. The most common pathways for this program are medical referrals, medication assessment and management, education, food assistance and housing. The role of the community health worker is to help participants set goals, guide them through proper utilization of the health care system, link them to medical care for their specific needs (primary, dental, specialty, mental health, substance use treatment), help manage health conditions and prescriptions, help reduce hospital and emergency room visits, and link to community services and resources such as food, clothing, housing, transportation, education and employment.

Spectrum Health Zeeland Community Hospital supports the program by referring patients from the Spectrum Health Medical Group in Ottawa County (588 Lakewood, Georgetown Physicians, Zeeland Physicians, Holland Community Health Center) and the hospital into the Ottawa Pathways to Better Health Program.

Objectives

- By December 31, 2024, Spectrum Health Zeeland Community Hospital will increase referrals to Ottawa Pathways to Better Health from 30 (2021 baseline) to a minimum of 36 per year.

Collaborations

Program collaborators include Community Mental Health of Ottawa County, Community Spoke, Greater Ottawa County United Way, Holland Hospital, North Ottawa Community Health System, Ottawa County Department of Public Health and Priority Health. These partners collaborate to ensure that effective programs, such as this, are being utilized and promoted within the community. Additionally, administrators from Ottawa Pathways to Better Health report program outcomes to these partners, which form the Ottawa County Healthy Advisory Council.

Resources

Zeeland Community Hospital provides in-kind support through quarterly Ottawa County Healthy Advisory Council meetings, bringing awareness to our Spectrum Health Medical Group providers on this program and providing key data points on the number of referrals from Zeeland Community Hospital's region.

Strategy-Specific Diversity, Equity and Inclusion

Pathways to Better Health Community Health Workers are trusted members of our community who understand client needs and serve as a link to health and social services. They meet with clients at their convenience, help them set goals, guide them through the health care system, link them to medical care for their specific needs, help manage health conditions, reduce hospital and ED (emergency department) visits, and link to community services that provide access to essential goods and services, such as food, clothing, housing and transportation. The program serves as a link between underserved communities and existing community resources. Focus is placed on clients with mental illness, developmental disabilities or substance use disorders, using the Pathways to Better Health model. This program also assists clients in overcoming barriers to health, social services, education and employment through home visits and acts as a liaison to primary care and hospital care, collecting client clinical data and providing information necessary for client care.

Ottawa County Broadband Access Study

Background

Broadband service in Ottawa County continues to be inconsistent, leaving many residents without access to reliable and affordable service. Ottawa County is actively working to address these persistent gaps in high-speed internet service through a new Digital Inclusion Strategy. This Ottawa County-based study provides data regarding properties that have internet access, affordability (if access is available) and the digital literacy of county residents. Information gathered will aid the committee in seeking grant funding to increase broadband availability in Ottawa County.

This initiative seeks to establish complete, fixed broadband access across all areas of Ottawa County, and eventually West Michigan as a whole. Building on the County's previous efforts to help facilitate broadband expansion countywide, representatives of the Planning and Performance Improvement Department and Ottawa Area Intermediate School District (OAISD) began meeting in early 2020 to lay out a multiphased strategy to address digital inclusion gaps in the county, and eventually West Michigan as a whole.

Objectives

- By December 31, 2024, Spectrum Health Zeeland Community Hospital will contribute an in-kind planning time of 6.5 hours per month toward production of a report and recommendations to be implemented in the community to increase access to broadband service.

Collaborations

Program collaborators include the Ottawa County Department of Public Health, Michigan State University, The Michigan Moonshot, MLab, Merit, Digital Inclusion Strategy, Urban Wireless Solutions, Ottawa Area Intermediate School District, Grand Valley State University and Lakeshore Advantage.

Resources

Zeeland Community Hospital is supporting the Ottawa County Broadband Access Study by providing 6.5 hours of in-kind Spectrum Health telehealth expert support per month, to project end.

The role of this telehealth expert is to serve on the project steering committee and contribute to the production of a report that includes recommendations for strategies to be implemented to increase access to broadband in Ottawa County.

Strategy-Specific Diversity, Equity and Inclusion

The intended purpose of the Digital Inclusion Strategy is to ensure that all area residents and communities have access to affordable and reliable broadband internet service, necessary equipment and digital literacy training.

Obesity

About the Significant Need

To help address the obesity epidemic, community efforts need to focus on healthy eating and physical activity in multiple settings. These settings include schools, parks and rec, hospitals and even community members' homes. Our goal is to implement evidence-based programs that can be deployed to increase engagement among our community members. In addition to encouraging fruit and vegetable consumption, we will encourage physical activity among individuals, as a family unit and in the school setting.

Goal

The goal is to decrease the rates of obesity among residents of Ottawa County.

Addressing the Need

One in three children in the United States are overweight or obese. Obese children face an increased risk of chronic illness, miss more school days and have poorer academic outcomes than their non-overweight peers. In the state of Michigan, over 400,000 children are considered obese. Ottawa County, like the rest of the nation, is faced with the challenge of increasing rates of obesity among children. Overweight children and adolescents are at risk of health problems during their youth and as adults. Studies have shown that overweight youth are more likely to become obese as adults. In addition, overweight youth are at greater risk of developing cardiovascular disease, including high blood pressure, high cholesterol and type 2 diabetes.

The 2020 Community Health Needs Assessment for Zeeland Community Hospital identified obesity as one of the top four most significant health needs in the community. The proportion of adult area residents considered overweight or obese hovers around two-thirds, and this also has remained consistent for the past 10 years. Obesity is considered one of the

most pressing health issues in the Zeeland Community Hospital area by key stakeholders and key informants, primarily because of its comorbidity with other chronic conditions such as diabetes, hypertension, heart disease and sleep apnea. One-fourth (25.8%) of area adults report obesity as the most important health problem in their community, second only to cancer. One in five (23.5%) key informants consider programs targeting obesity reduction to be lacking in the community.

Obesity Strategies

Coordinated Approach to Child Health (CATCH)



Background

CATCH pairs policy, system and environmental (PSE) supports with direct education to influence 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 support the effectiveness of CATCH in increasing physical activity and healthy eating and reducing obesity and overweight status.

Additionally, the school establishes a school wellness committee that implements the CATCH program. Participating schools complete an environmental and policy scan, which documents the school's current wellness environment and policies. The identified CATCH committees and school administration will work with Spectrum Health Zeeland Community 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 take everyone working together, as well as coordinated messaging with the health system coming alongside administrators, teachers, parents and students.

Objectives

- By December 31, 2024, Spectrum Health Zeeland Community Hospital will expand the CATCH Program by one school annually (calendar year 2020 baseline is one school).
- By December 31, 2024, 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.
- By December 31, 2024, a minimum of 50% of participating teachers will report observing positive changes in student behavior related to nutrition and physical activity.

Collaborations

Program collaborators include area public elementary schools in Ottawa County, CATCH International and Spectrum Health Gerber Memorial Hospital.

Resources

Zeeland Community Hospital provides a 0.5 full time equivalent position to facilitate delivery of the CATCH Program in area elementary schools. Each participating school is also provided \$8,000 in supplies from Spectrum Health. Grant funding is being pursued to help support the expansion of the program to additional schools.

Strategy-Specific Diversity, Equity and Inclusion

Effort is being made to offer the CATCH Program to schools with higher prevalence of free and reduced lunch, and lower academic scores. CATCH is appropriate for all students in participating schools and focuses on establishing equity by encouraging policy and environmental change. Health care professionals

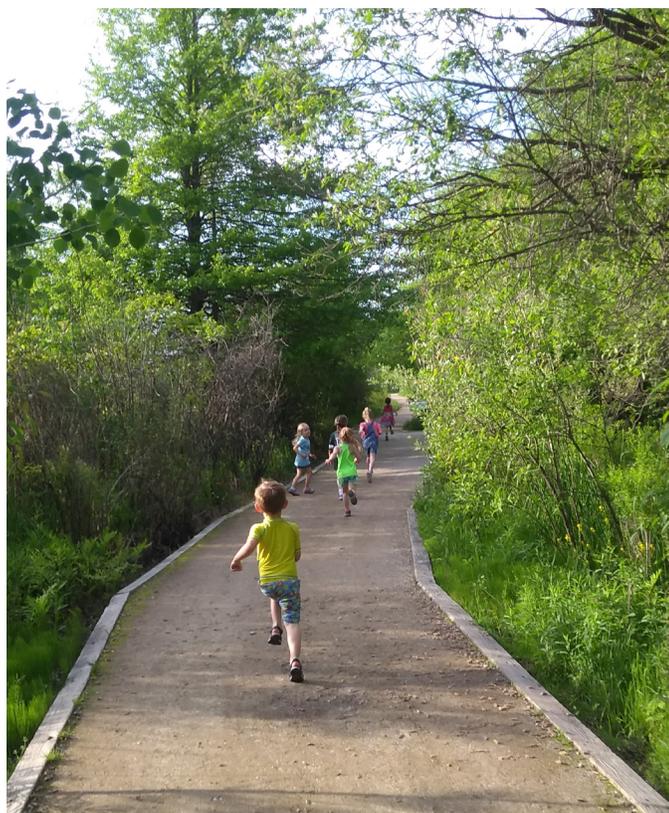
would like to see more attention and resources dedicated to promoting a healthy diet and providing access to healthy food choices, weight loss programs and nutritional counseling. These opportunities will be available to all students, regardless of socioeconomic circumstances.

Fit and Healthy Families Educational Series



Background

The Fit and Healthy Families Program is for elementary-age students and their families. The goal is to help families increase the number of hours per week they engage in physical activity together as a family unit and increase the daily number of fruit and vegetable servings that families consume. Led by a registered dietitian, the curriculum interactively covers a variety of nutrition and physical activity topics. This series encourages taking a break from screen time and getting active outside as a family. Zeeland Community Hospital partners with outdoor park and rec locations so families can hit the trails, enjoy the parks, garden, see live birds of prey up close and kayak together. Classes are six to eight weeks (about two months) long and meet once per week at an offsite location within the community.



Outdoor Discovery Center: Kids Running Down Path



Fit and Healthy

Objectives

- By December 31, 2024, Zeeland Community Hospital will expand sites for the delivery of the Fit and Healthy Families Educational Series from one location to at least two locations.
- By December 31, 2024, a minimum of 50% of participating families will report increased confidence in implementing and sustaining healthy changes learned in class.
- By December 31, 2024, Fit and Healthy Families participation will increase from 15 families annually to 65 families annually.
- By December 31, 2024, 50% of participating families will increase the average number of hours per week they engage in physical activity as a family.
- By December 31, 2024, 50% of participating families will report an increase in the average number of vegetables consumed daily by their family.

Collaborations

Current key collaborators include Outdoor Discovery Center, InterCare of Holland, and Women Infants and Children Program of Holland.

Resources

Spectrum Health Zeeland Community Hospital provides a 0.4 full time equivalent position to facilitate the Fit and Healthy Families Program in the spring and late summer months of the year.

Strategy-Specific Diversity, Equity and Inclusion

Fit and Healthy Families is a low-cost class that will be implemented with transportation barriers in mind. When there are financial barriers, class fees are waived. The educational series is also being piloted on a physician referral basis at InterCare in Holland with the goal of expanding the scope of referrals.

Spectrum Health and the YMCA Mobile Veggie Van



Background

The YMCA Veggie Van is West Michigan's first and only mobile farmers market. Veggie Van's two vehicles run year-round, making stops throughout communities, ensuring that fruits and vegetables are available to people who otherwise have limited access to fresh produce. The Veggie Van accepts Supplemental Nutrition Assistance Program (SNAP), Senior Project Fresh/Market FRESH and Women, Infants, Children (W.I.C.) Project Fresh benefits.



YMCA Mobile Veggie Van

Objectives

- By December 31, 2024, Zeeland Community Hospital will increase sites served by the YMCA Mobile Veggie Van from two sites per year to five sites per year.

Collaborations

Collaborators include Ottawa County Department of Public Health, YMCA Mobile Veggie Van, community agencies such as Community Action House and Intersection Ministries, and local farmers markets.

Resources

The YMCA Veggie Van is sponsored by Spectrum Health at the level of \$85,000 per year. Spectrum Health also provides staff members to help distribute the fresh produce to attendees at the event, which is done on a volunteer basis.

Strategy-Specific Diversity, Equity and Inclusion

The YMCA Veggie Van prioritizes stops for areas where residents are from lower socioeconomic levels and have a higher prevalence of transportation concerns.

Significant Health Needs Not Addressed

The following health needs identified in the 2020 Community Health Needs Assessment are not addressed in this plan.

- COVID-19
- Social Determinants of Health
- Substance Use
- Chronic Disease
- Risk Behaviors
- Biopsychosocial
- Health Disparities

Each of the needs listed is important and is being addressed by numerous programs and initiatives operated by the hospital, other organizations within Spectrum Health, and local community partners. However, this implementation strategy will not focus on them due to limited resources and the need to allocate significant resources to the significant needs identified above.

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

COVID-19

Justification for Decision

The COVID-19 pandemic created conditions under which individuals and families were confined to their homes,

unable to socialize with others or go out and do things like visit restaurants, bars, museums and other cultural institutions, shop or attend church, resulting in widespread feeling of isolation. The collaborative work group acknowledged this prevalence of feeling isolated and acknowledged limitations to addressing these concerns, as limited contact with others was a state-mandated order. After significant discussion, it was determined that the impact of COVID-19 would need to be taken into consideration with all key findings and objectives, rather than be addressed with a stand-alone strategy. Also, when possible, accommodation will be made to limit isolation while keeping safety at the forefront of our work.

Additionally, there is already a robust community response underway that addresses pertinent topics such as vaccine concerns, more variants of the virus and future communicable disease outbreaks.

Community Resources

- Community Access Line of the Lakeshore – Call 211
- Community Spoke
- Community Mental Health of Ottawa County
- Disability Network Lakeshore
- Lakeshore Advantage
- Lakeshore Nonprofit Alliance
- Ottawa County Department of Public Health
- Senior Resources

Social Determinants of Health

Justification for Decision

Negative social indicators, such as low income, lack of affordable housing, lack of affordable healthy food and adverse childhood experiences, can cultivate negative health outcomes. Despite this knowledge, over half (52.6%) of key informants say that social determinants of health are only sometimes or rarely considered in

developing treatment or care plans. Although poverty levels are low in Ottawa County compared to neighboring counties, the state or the nation, there are pockets of poverty that negatively impact the health of residents experiencing it. Taking these key data points into account, the work group believed getting connected to the agencies in the county that are already addressing these concerns would be more impactful than Spectrum Health Zeeland Community Hospital taking this work on by itself. Therefore, the hospital is involved with the Lakeshore Housing Alliance and will continue to support its work in the community. Zeeland Community Hospital is also involved with Thrive Ottawa County, a group of West Michigan organizations and individuals dedicated to informing our community about the importance of understanding the impact of adverse childhood experiences (ACEs), providing local ACE data and linking people to resilience resources. The hospital has addressed the lack of affordable healthy food under the significant key finding of “obesity.”

Community Resources

- Community Access Line of the Lakeshore – Call 211
- Community Action House
- Good Samaritan Ministries
- Help Me Grow Ottawa
- Holland Rescue Mission
- Lakeshore Advantage
- Lakeshore Housing Alliance
- Pathways to Better Health
- Thrive Ottawa County
- West Michigan Works!

Substance Use

Justification for Decision

Substance use, which is often comorbid with mental illness, is a concerning issue among area professionals. However, in the 2020 Community Health Needs Assessment, key informants and key stakeholders

expressed more concern regarding COVID 19, mental health, access to health care and social determinants of health. Also, improvements have been recognized in rates of tobacco use, with 14.3% of adults and 3.6% of youth (grades 8 – 12) currently smoking cigarettes, down from 2017. Rates of opioid addiction and overprescriptions have improved as well.

Spectrum Health Zeeland Community Hospital included substance use in the 2021 Community Health Needs Assessment Implementation Strategy, with objectives focused on providing virtual access to tobacco cessation classes for the general community, tobacco cessation classes for pregnant women and establishing anti-vaping policies within our community. Interventions established in 2020 will continue, and additional effort will be placed toward supporting the “My Life, My Quit” task force through the Ottawa Substance Abuse Prevention Coalition (OSAP).

Community Resources

- Arbor Circle
- Catholic Charities of West Michigan
- Community Access Line of the Lakeshore – Call 211
- Ottawa Substance Abuse Prevention Coalition (OSAP)
- Pine Rest Christian Mental Health Services
- Substance Abuse and Mental Health Services Hotline
- Pathways to Better Health

Chronic Disease

Justification for Decision

Chronic disease rates in Ottawa County are relatively low; however, some conditions merit watching. Cancer and heart disease death rates are far lower than the state or national rates, but they are still, by far, higher than rates for other causes of death. Additionally, cancer is the fourth most important health problem in our community today, behind COVID-19, obesity and mental illness.

Spectrum Health Zeeland Community Hospital will continue to support systemwide initiatives that address chronic diseases such as diabetes, cancer, Alzheimer’s disease, arthritis and heart disease. The hospital will also continue to offer support groups that help prevent and address disease such as Tai Chi for Arthritis, Boost Your Brain/Boost Your Mind and our award-winning Harmonica Program (chronic obstructive pulmonary dysfunction). However, we did not have adequate resources to add further outreach efforts.

Community Resources

- City on a Hill Ministries Health Clinic
- Holland Free Health Clinic
- InterCare Clinic
- Love in Action (Love INC) Free Health Clinic
- Michigan State University Extension, Ottawa County
- Ottawa County Department of Public Health
- Pathways to Better Health

Risky Behaviors

Justification for Decision

Certain risky behaviors, such as lack of exercise and lack of adequate fruit and vegetable consumption, remain issues worth addressing. The data demonstrates that adequate fruit and vegetable consumption is still an issue for both area adults and youth, that one in six (16.4%) area adults engage in no leisure-time physical activity and that half (50.1%) of area youth engage in inadequate amounts of physical activity. Further, many overweight and obese people see themselves in a better light (not as heavy) than what their current BMI (body mass index) indicates. This skewed perception could be a result of the lack of health professional feedback regarding their weight.

Spectrum Health Zeeland Community Hospital agrees these are key data points and have a significant impact on the overall state of health in our community. However,

the work group agreed that adding these data points under the key findings of obesity would be far more impactful, since the top risky behaviors identified were around physical inactivity and lack of fruit and vegetable consumption.

Community Resources

- Community Action House
- Community Parks and Recreation Facilities
- His Harvest Stand Food Pantry
- Ottawa Food
- Step It Up! Ottawa County
- Thrive Ottawa County

Biopsychosocial

Justification for Decision

The biopsychosocial model considers the interconnection between biology, psychology and socio-environmental factors, and how they play a role in health and disease and human development. This model argues that any one factor is not sufficient; it is the interplay between biological characteristics (genes), behavioral factors (lifestyle, stress and health beliefs) and social conditions (family relationships) that determines the course of health-related outcomes. These contribute to everyone’s well-being.

Zeeland Community Hospital agrees that these are key data points that have a significant impact on the overall state of health in our community. However, the work group did not believe we were well positioned to address this topic on its own. Rather, this complexity will be taken into consideration as we strive to address health and health care issues from an integrated, holistic and biopsychosocial approach.

Community Resources

- Arbor Circle
- Community Mental Health of Ottawa County Access Center
- Hospice of Holland
- Lakeshore Pregnancy Center
- Love in Action (Love INC)
- Mental Health Foundation of West Michigan
- Momentum Center – Mental Health, Teen and Family Support Groups
- Mosaic Counseling
- Self-Injury Crisis Hotline
- Winning at Home

Health Disparities

Justification for Decision

There is a direct relationship between health outcomes and both education and income. Positive outcomes are more prevalent among adults with higher levels of education and adults from households with higher income levels, while negative outcomes are more prevalent among those with less education and lower incomes. There is also a direct relationship between health outcomes and age. In many cases, negative outcomes are more often associated with younger adult age groups, for example:

- Poor mental health, psychological distress and anxiety.
- No health care coverage and having no personal care provider.
- Risky behaviors such as smoking cigarettes, binge drinking and marijuana use.

In other cases, negative outcomes are more associated with older adult groups, such as:

- Fair or poor general health status, poor physical health and activity limitation.
- Having chronic diseases like diabetes, pre-diabetes, arthritis and chronic obstructive pulmonary disease.
- Having chronic pain.
- Lack of muscle-strengthening activities.

There are links between health outcome and gender.

For example:

- Men are more likely than women to engage in risky behaviors such as smoking, binge drinking, marijuana use and eating fewer fruit and vegetables.
- Women are more likely than men to be at a healthy weight; have psychological distress, anxiety or depression; have chronic conditions such as asthma and arthritis; and report four or more adverse childhood experiences.

Spectrum Health Zeeland Community Hospital will continue to support agencies in our community that address these health disparities, including the Ottawa Pathways to Better Health Community Health Worker Program and its efforts to help break down employment and other barriers to income.

Community Resources

- City on a Hill Ministries Health Clinic
- Community Access Line of the Lakeshore – Call 211
- Community Action House
- Good Samaritan Ministries
- Help Me Grow Ottawa
- Holland Rescue Mission
- Lakeshore Advantage
- Lakeshore Housing Alliance
- Love in Action (Love INC)
- Pathways to Better Health
- Thrive Ottawa County
- West Michigan Works!

Appendix

Abbreviated Tables

Significant Need: Mental Health				
Goal: To increase capacity of residents of the community to respond to individuals expressing suicidal ideation and proceed with evidence-based action plan.				
Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Middle and high school age youth	School Blue Envelope Program	By December 31, 2024, the School Blue Envelope Program will expand from four school districts to 10 school districts within Ottawa County.	Expand the School Blue Envelope Program from four school districts to 10 school districts within Ottawa County by December 31, 2024.	8
Middle and high school staff	School Blue Envelope Program	By December 31, 2024, a minimum of 85% of newly trained participating staff will report they “strongly agree” or “moderately agree” that they have a confidence in responding to a student who has expressed suicidal thoughts.	Proportion of newly trained school staff and administration who are confident in their ability to respond to students who express suicidal thoughts.	8
Middle and high school staff	School Blue Envelope Program	By December 31, 2024, a minimum of 85% of newly trained, participating staff will report they “strongly agree” or “moderately agree” that they are comfortable with the steps needed to complete an interaction with a student who expresses suicidal thoughts.	Proportion of newly trained school staff and administration who are comfortable in their ability to implement the steps needed to complete interaction with students with suicidal thoughts.	8
Middle and high school staff	School Blue Envelope Program	By December 31, 2024, 100% of required departments in one additional school district will be trained in School Blue Envelope Program.	Proportion of departments among additional school districts that are trained in the School Blue Envelope Program.	8
Individuals over the age of 18	Mental Health First Aid Classes	By December 31, 2024, participation in Mental Health First Aid classes will increase from 24 participants (calendar year 2020 baseline) to a minimum of 120 individuals.	Number of individuals engaged in the Mental Health First Aid community classes.	9
Individuals over the age of 18	Mental Health First Aid Classes	By December 31, 2024, a minimum of 50% of Mental Health First Aid participants will report increased confidence in their ability to deploy strategies learned in class.	Proportion of class participants that report increased confidence in ability to deploy strategies learned in class.	9

Significant Need: Access to Care

Goal: Spectrum Health Zeeland Community Hospital will increase access to health care by expanding referrals to the Ottawa Pathways to Better Health Community Health Worker Program and providing financial support to the Ottawa County Broadband Access Study.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Adults 18 years or older living in Ottawa County	Ottawa Pathways to Better Health Community Health Worker Program	By December 31, 2024, Spectrum Health Zeeland Community Hospital will increase referrals to Ottawa Pathways to Better Health from 30 (2021 baseline) to a minimum of 36 per year.	Number of annual referrals from Spectrum Health Zeeland Community Hospital to Ottawa Pathways to Better Health.	12
Residents in Ottawa County	Ottawa County Broadband Access Study	By December 31, 2024, Spectrum Health Zeeland Community Hospital will contribute an in-kind planning time of 6.5 hours per month towards production of a report and recommendations to be implemented in the community to increase access to broadband service.	Total hours per month contributed to planning for the Ottawa County Broadband Access Study.	13

Significant Need: Obesity

Goal: The goal is to decrease the rates of obesity among residents of Ottawa County.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
K-5 schools in Ottawa County	Coordinated Approach to Child Health Program	By December 31, 2024, Spectrum Health Zeeland Community Hospital will expand the Coordinated Approach to Child Health Program (CATCH) by one school annually (calendar year 2020 baseline is one school).	Number of schools implementing the Coordinated Approach to Child Health Program.	15
K-5 schools in Ottawa County	Coordinated Approach to Child Health Program	By December 31, 2024, 100% of schools participating in CATCH will implement at least one policy or environmental support designed to improved student nutrition and/or increase physical activity during the school day.	Number of policies or environmental support each school participating the Coordinated Approach to Child Health Program implements, with a focus on improvement to student nutrition and/or increased physical activity.	15
Teachers in K-5 schools in Ottawa County	Coordinated Approach to Child Health Program	By December 31, 2024, a minimum of 50% of participating teachers will report observing positive changes in student behavior related to nutrition and physical activity.	Proportion of teachers that report observing positive changes in student behavior related to nutrition and physical activity.	15
Families living in Ottawa County	Fit and Healthy Families Educational Series	By December 31, 2024, Zeeland Community Hospital will expand sites for the delivery of Fit and Healthy Families Educational Series from one location to at least two locations.	Number of locations the Fit and Healthy Families Educational Series is expanded to.	16
Families living in Ottawa County	Fit and Healthy Families Educational Series	By December 31, 2024, a minimum of 50% of participating families will report increased confidence in implementing and sustaining healthy changes learned in class.	Proportion of participating families that report an increase in confidence in implementing and sustaining healthy changes learned in class.	16
Families living in Ottawa County	Fit and Healthy Families Educational Series	By December 31, 2024, Fit and Healthy Families participation will increase from 15 families annually to 65 families annually.	Number of families participating in the Fit and Healthy Families Education Series annually.	16
Families living in Ottawa County	Fit and Healthy Families Educational Series	By December 31, 2024, 50% of participating families will increase the average number of hours per week they engage in physical activity as a family.	Proportion of participating families that report an increase in average number of hours per week they engage in physical activity as a family.	16
Families living in Ottawa County	Fit and Healthy Families Educational Series	By December 31, 2024, 50% of participating families will report an increase in average number of vegetables consumed daily by their family.	Proportion of participating families that report an increase in aver number of daily vegetables consumed by their family.	16

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Families living in Ottawa County	YMCA Mobile Veggie Van	By December 31, 2024, Spectrum Health Zeeland Community Hospital will increase sites served by the YMCA Mobile Veggie Van from two sites per year to five sites per year.	Number of sites served by the YMCA Mobile Veggie Van per year.	17



**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).