

Spectrum Health  
Big Rapids and Reed City Hospitals  
**Community Health Needs Assessment**

2023-2025 Implementation Strategy

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# Executive Summary

In November 2022, Spectrum Health Big Rapids and Reed City hospitals adopted the Community Health Needs Assessment that identified the top community health needs in Lake, Mecosta and Osceola counties. The present report provides details on strategies Spectrum Health Big Rapids and Reed City 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 access to health care, chronic disease, behavioral health and economic security. Through stakeholder input, it was decided to address three of these needs in the present implementation strategy: access to health care, chronic disease and behavioral health. The process of identifying or developing strategies to address these needs was a collaborative effort between Spectrum Health Big Rapids and Reed City leaders, subject matter experts, and Spectrum Health Big Rapids and Reed City Community Board members.

Spectrum Health Big Rapids and Reed City hospitals will dedicate significant resources toward improving the health of our community, with a focus on mental health, economic security, access to care, and discrimination and racial inequity. 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 community members, 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 [ifdhe.aha.org/123forequity](https://ifdhe.aha.org/123forequity), and is embracing its role as an Anchor Institution, which is explained at this link: [healthcareanchor.network](https://healthcareanchor.network).

## Internal Revenue Service Requirements

The Patient Protection and Affordable Care Act of 2010 set forth additional requirements that hospitals must meet 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. 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 Big Rapids and Reed City hospitals produced a 2021-2022 Community Health Needs Assessment and this document, the 2023-2025 Implementation Strategy.



# About this plan

## Selection of Significant Needs

The topics that arose as significant health needs from the 2021-2022 Spectrum Health Big Rapids and Reed City hospitals' Community Health Needs Assessment process were:

- 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 58 of the 2021-2022 Spectrum Health Big Rapids and Reed City hospitals' Community Health Needs Assessment outlines the community-engaged prioritization process.

## Needs Addressed in Implementation Strategies

The significant health needs addressed in this document 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 Big Rapids and Reed City hospitals' Community Health Need Assessment was 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 Big Rapids and Reed City hospitals. 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 Big Rapids and Reed City Hospitals' Implementation Strategy Workgroup discussed each of the areas and recommended behavioral health, access to care, and chronic disease as the significant health needs to be address in the 2023-2025 CHNA (Community Health Needs Assessment) Implementation Strategy. This recommendation was brought to the Spectrum Health Big Rapids and Reed City hospitals' Community Board in January 2022 for a final recommendation of significant health needs to be addressed in the 2023-2025 Spectrum Health Big Rapids and Reed City Hospitals' Implementation Strategy.

The Spectrum Health Big Rapids and Reed City Hospitals' 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 hospitals.

## Spectrum Health Big Rapids and Reed City Hospitals' Implementation Strategy Workgroup

- Catherine Beagle, Director Central Michigan Community Mental Health
- Kevin Hughes, Health Officer District Health Department #10
- Beth Jabin, Director Regional Community Programs Spectrum Health Healthier Communities.
- Amy Keller, Ophthalmologist, Community Member
- Beth Langenburg, Chief Operating Officer Spectrum Health Big Rapids and Reed City Hospitals
- Andrea Leslie, Northeast Regional Market Leader, President Spectrum Health
- Scott Lombard, Manager Community Health Northeast Region, Spectrum Health
- Andrea Leslie, Spectrum Health
- Beth Jabin, Spectrum Health
- Catherine Beagle, Central Michigan Community Mental Health
- Mitch Miller, Processing Systems Engineer Yoplait, General Mills

# Significant Health Needs Addressed

## Behavioral Health

### About the Significant Need

Behavioral health is a relatively new field in the world of health care, but nonetheless has been identified as being exceedingly important in this community. Behavioral health can be thought of as the intersection of mental health and behaviors such as substance use disorder, diet and exercise. Because behavioral health is one of the main determinants of health—along with genetics, social and environmental characteristics, and access to medical care, paying special attention to local issues related to behavioral health is important in increasing the overall health of the community.

According to data collection efforts by MiThrive, mental health was cited as the top theme in all data collection activities. When surveyed, 63% of area health care providers mentioned mental health services as the most crucial resource that is missing from their communities. On average, Health Professional Shortage Area (HSPA)

scores for mental health in the Lake, Mecosta and Osceola County area are higher than the region and state. Substance-use related mortality is another area in which efforts can be made to influence behavioral health. In Osceola County, for example, drug-induced deaths outnumber alcohol-induced deaths 4 to 1. In Mecosta County, alcohol-related deaths outnumber drug-related deaths 4 to 1. Nevertheless, substance misuse is an aspect of behavioral health that must be addressed.

Efforts to solve behavioral health issues are important for the future of the health of this area. Substance use disorder can lead to serious problems, including loss of employment, child welfare issues and chronic health concerns, that which perpetuate a cycle of poor health in a community. Improvements in overall mental health in a community can have profound impacts on chronic disease incidence, mental health and other health outcomes.

### Goal

To increase access to behavioral health services and break down barriers, such as stigma, that impede navigation of available treatment.

### Addressing the Need

#### K-12 Mental Health Awareness/Education



#### Background

- Schools are an important environment for children's social and emotional development. In classrooms and other school settings, students need to have skills such as managing negative emotions, being calm and focused, following directions, and navigating relationships with peers and adults. Based on information gathered through the 2021 Community Health Needs Assessment, the Spectrum Health Big Rapids and Reed City Hospitals' Implementation Strategy Workgroup identified concerns for educating our youth early on and providing them with the tools to develop appropriate coping skills. To address these needs, a collaborative will be formed with area human service agencies, administrators from K-12 schools in Mecosta and Osceola counties, and Spectrum Health Big Rapids and Reed City Community Health

to address the social and emotional needs of youth in grades K-12 in Mecosta and Osceola counties. As a first step, superintendents of Lake, Mecosta and Osceola counties' K-12 schools will be surveyed to determine the social and emotional support needs of the student population in their schools. Based on the superintendents' input, the collaborative will formulate an action plan to be implemented in 2025.

### Objectives

- By Dec. 31, 2023, Spectrum Health Big Rapids and Reed City hospitals will convene a collaborative to address the social and emotional needs of youth in grades K-12 in Lake, Mecosta and Osceola counties.
- By June 30, 2024, superintendents (or designees) of K-12 schools in Lake, Mecosta and Osceola counties will be surveyed to gather their input on the social and emotional support needs of the student population in their district.
- By Dec. 31, 2024, the collaborative will create an action plan to support administration in Lake, Mecosta and Osceola counties K-12 schools in meeting the social and emotional needs of students.
- By Dec. 31, 2025, the collaborative will implement one strategy from the action plan.

### Collaborations

Key collaborators in this work will be pursued and will include Ferris State University, Central Michigan Community Mental Health, and administrators from K-12 schools in Mecosta and Osceola counties.

### Resources

Spectrum Health Big Rapids and Reed City hospitals will provide a 0.2 full-time-equivalent team member to support this work.

### 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.

## Awareness/Stigma Reduction Campaign

### Background

Stigma surrounding behavioral health continues to be one of the main reasons that even when individuals have access to treatment, they do not seek help.

Stigma reduction campaigns work to correct inaccurate stereotypes and negative beliefs and replace them with truthful, accurate information. Campaigns use various methods of media to break down long-held beliefs and myths to reduce stigmas.

Effective stigma campaign interventions focus on educating the public to increase awareness of behavioral health conditions. This strategy will focus on educating both the youth and adult populations in Lake, Mecosta and Osceola counties through social media and printed materials to decrease stigma surrounding behavioral health and treatment.

The Spectrum Health Big Rapids and Reed City Community Education Team will work with Spectrum Health Marketing and Communications to convene a group of qualified community partners to develop a sigma reduction campaign. This group will include Spectrum Health Behavioral Health Services, area human service agencies, area employers and area schools. This campaign will be aimed at reducing the stigma around seeking treatment for behavioral health conditions.

### Objectives

- By June 20, 2023, Spectrum Health Big Rapids and Reed City hospitals will convene a community coalition to lead the stigma reduction campaign.
- By Dec. 31, 2023, the community coalition will identify stigma reduction content and delivery methods.
- By Dec. 31, 2024, stigma reduction content will be disseminated via various delivery methods. (Note: Quantification of content disseminated will be collected by delivery methods and used as a baseline).
- By Dec. 31, 2025, the dissemination and reach of stigma reduction content will increase by 5% over the 2024 baseline.

### Collaborations

Key collaborators in this work will be pursued and will include Central Michigan Community Mental Health, Ferris State University, area employers and area schools.

### Resources

Spectrum Health Big Rapids and Reed City Hospitals will dedicate 0.2 FTEs from Spectrum Health Big Rapids and Reed City Community Health to support this work.

## Strategy-Specific Diversity, Equity and Inclusion

Mental illness does not discriminate; it can affect anyone, regardless of age, gender, geography, income, social status, race/ethnicity, religion/spirituality, sexual orientation, background or other aspect of cultural identity. Individuals with mental illness also have a lower life expectancy than individuals without mental illness. Stigma exists for those with mental illness, hindering their efforts to manage and treat their conditions and be active members of the community. Some face more stigma because of co-occurring chronic disease and socioeconomic disadvantage. Where cost of transportation is a concern, efforts will be made to break down barriers to increase participation, such as virtual learning opportunities. Training can be offered anywhere in the community, reducing the need for community members to travel long distances to attend training.

## Virtual Behavioral Health Access

### Background

Access to mental health providers and services is a challenge in rural areas. As a result, primary care physicians often fill the gap and provide behavioral health services while facing their own barriers, such as inadequate financial reimbursement or lack of time with patients. Due to the lack of behavioral health providers in rural communities, the use of telehealth to deliver behavioral health services is on the rise and has been shown to be effective.

Spectrum Health Behavioral Health Services as a care model employs telehealth to increase access to mental health treatment for underserved children, adolescents and high-risk perinatal and postnatal women.

This evidence-based program is available and provides psychiatric support to primary care providers, including physicians, nurse practitioners, physician assistants and certified nurse midwives in pediatric, family medicine and OB-GYN practices who are managing patients with behavioral health problems. This includes children, adolescents and adults. It also includes women who are contemplating pregnancy or who are pregnant or postpartum with children. Licensed master social workers and psychiatrists are available to offer guidance on diagnoses, medications and psychotherapy interventions so that primary care providers can better

manage patients in their practices. Support is available through same-day phone consultations with referring providers. Remote psychiatric evaluation through video telepsychiatry is also available.

In partnership with Spectrum Health Behavioral Health Services and Spectrum Health family care providers, Spectrum Health Big Rapids and Reed City Community Health will take responsibility for recruiting the Spectrum Health communication team and developing a communication plan. Spectrum Health Big Rapids and Reed City Community Health will lead the development and implementation of a comprehensive communication plan for Spectrum Health primary care and OB-GYN providers in Mecosta and Osceola counties.

### Objectives

- By Dec. 31, 2023, make Spectrum Health family practice and OB-GYN providers aware of the Spectrum Health Behavioral Health Services program.
- By Dec. 31, 2023, develop a referral process for the Spectrum Health OB-GYN practice to increase referrals from zero (2021 calendar year baseline) to 25.
- By Dec. 31, 2023, assess the offering of the Spectrum Health Behavioral Health Services program at the newly opened Integrated Care Center at the Spectrum Health Big Rapids location.
- By Dec. 31, 2024, the referral of patients' primary care providers will increase from 50 (2021 calendar year baseline) to 100.
- By March 31, 2025, complete an assessment to determine if additional Spectrum Health behavioral health resources are needed to increase program reach.
- By Dec. 31, 2025, at least three Spectrum Health behavioral health educational opportunities will be offered to Spectrum Health primary care and OB-GYN providers.

### Collaborations

Key collaborators in this work will be pursued and will include all internal partners of Spectrum Health.

### Resources

Spectrum Health Big Rapids and Reed City Community Health will dedicate a 0.1 full-time-equivalent team member to support this work.



## Strategy-Specific Diversity, Equity and Inclusion

Behavioral health equity is the right to access quality health care regardless of race, ethnicity, gender, socioeconomic status, sexual orientation or geographical location. This includes access to prevention, treatment and recovery services for behavioral health disorders. Many children and youth do not receive the help they need, and disparities in access to care exist among low-income communities and minoritized youth. Developing awareness, creating a referral process and increasing access to Spectrum Health's Behavioral Health Services could help increase access.

## Chronic Disease

### About the Significant Need

Chronic diseases continue to have a significant impact on the populations of Lake, Mecosta and Osceola counties as the leading causes of death. Heart disease and cancer remain the leading causes of death in all three counties, 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 Lake, Mecosta and Osceola counties note many barriers to physical activity, including living a great distance from community resources, not having enough affordable recreation activities and not having enough affordable physical activity programs. 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 drive chronic disease outcomes significantly in the area, with those living below the poverty line being more likely to experience all the aforementioned conditions. The causes of chronic disease causes are complex and far-reaching, 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 Big Rapids and Reed City hospitals 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 Child Health

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#### Background

The Coordinated Approach to Child Health program pairs policy, system and environmental support with direct education to influence the nutrition and physical activity choices of students in grades K-5. The two main behavioral targets are helping children identify and choose healthy foods and helping them be physically active every day. Staff training in defined curriculum along with implementation of policy, system and environmental support will guide the development of school-based strategies to improve child health.

The Coordinated Approach to Child Health 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, the Coordinated Approach To Child Health program

makes nutrition learning and physical activity fun. Over 120 peer-reviewed scientific publications affirm the effectiveness of this program in increasing physical activity and healthy eating and reducing obesity and overweight status. Additionally, participating schools establish a school wellness committee to implement the program. Participating schools complete an environmental and policy scan that documents the school's current wellness environment and policies.

Spectrum Health Big Rapids and Reed City hospitals will work with Spectrum Health Gerber Memorial Community Health serving as a consultant to Spectrum Health Big Rapids and Reed City hospitals to implement the Coordinated Approach to Child Health program. The school wellness committee will work with Spectrum Health Big Rapids and Reed City hospitals to determine which wellness-related policies and environmental interventions they would like to focus on for the upcoming year. The Coordinated Approach to Child Health program 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.

### Objectives

- By Dec. 31, 2025, Spectrum Health Big Rapids and Reed City hospitals will expand the Coordinated Approach to Child Health program from zero schools (calendar year 2021 baseline) to three schools in Mecosta and Osceola counties.
- By Dec. 31, 2025, schools in Mecosta and Osceola counties participating in Coordinated Approach to Child Health will implement at least one policy or environmental support designed to improve student nutrition and/or increase physical activity during the school day.

### Collaborations

Key collaborators in this work will be pursued by and will include Spectrum Health Gerber Memorial Hospital, Mecosta and Osceola schools, and the school wellness committee.

### Resources

Spectrum Health Big Rapids and Reed City hospitals will pursue grant funding for providing a 1.0 full-time-equivalent health educator to facilitate delivery of the

Coordinated Approach to Child Health program in area elementary schools. Also, Spectrum Health Big Rapids and Reed City hospitals will provide educational materials and supplies to participating schools.

### 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.

## Weight Management Program

### Background

During the 2021 Community Health Needs Assessment for the North Central Community Health Innovation Region, providers, key stakeholders and key informants communicated the emerging theme for the increased need for programming to promote nutrition and physical activity and improve health education efforts to ensure everyone has a chance at living the healthiest life possible. Data from the Community Health Needs Assessment indicated that three-quarters of Mecosta and Osceola counties' adult population is overweight or obese.

Spectrum Health Big Rapids and Reed City Community Health will partner with Spectrum Health Communications and Marketing, local employers, and human service agencies in Mecosta and Osceola counties to expand the existing Spectrum Health Big Rapids and Reed City Weight Management Program. The Weight Management Program will consist of a virtual self-paced curriculum delivered in a 10-week series. A Spectrum Health registered dietician will perform a pre-program health assessment, which includes biometric data collection, dietary assessment, physical activity assessment and individualized goal setting. Program content includes education on fad diets, healthy eating, exercise, meal planning, reading food labels and mindful eating. The Weight Management Program concludes with a post-program reassessment consisting of biometric data collection, dietary reassessment,

physical activity reassessment and an evaluation of the participant's program goals. Direct education for program participants will be supported by social marketing messages regarding nutrition and physical activity delivered to the entire community. Spectrum Health Big Rapids and Reed City Hospitals are currently collecting data to demonstrate program effectiveness.

## Objectives

- By Dec. 31, 2023, the number of participants who complete the Spectrum Health Big Rapids and Reed City Weight Management Program will increase from 38 (calendar year 2021 baseline) to 83.
- By Dec. 31, 2023, weight management content will be disseminated via various delivery methods and views will increase from zero (calendar year 2021 baseline) to a total of 1,665.
- By Dec. 31, 2024, the number of participants who complete the Spectrum Health Big Rapids/Reed City Weight Management Program will increase from 38 (calendar year 2021 baseline) to 166.
- By Dec. 31, 2024, weight management content will be disseminated via various delivery methods and views will increase from zero (calendar year 2021 baseline) to a total of 3,300.
- By Dec. 31, 2025, the number of participants who complete the Spectrum Health Big Rapids and Reed City Weight Management Program will increase from 38 (calendar year 2021 baseline) to 250.
- By Dec. 31, 2025, weight management content will be disseminated via various delivery methods and views will increase from zero (calendar year 2021 baseline) to a total of 5,000.

## Collaborations

Key collaborators in this work will be pursued and will include local employers and human service agencies in Mecosta and Osceola counties.

## Resources

Spectrum Health Big Rapids and Reed City Hospitals will dedicate a 0.4 full-time-equivalent dietician and a 0.6 full-time-equivalent health coach to support this work.

## Strategy-Specific Diversity, Equity and Inclusion

The Spectrum Health Weight Management Program is available to all community members free of charge. The Human Services Collaborative will promote the program within the most vulnerable populations in Lake, Mecosta and Osceola counties. The program is available in person and virtually to accommodate individuals with limited access to transportation.

## Healthy Lifestyles

### Background

As reported by the Centers for Disease Control and Prevention, chronic health conditions and unhealthy behaviors reduce workplace productivity. The five chronic disease or risk factors—high blood pressure, diabetes, smoking, physical inactivity and obesity—cost U.S. employers \$36.4 billion a year due to employees missing work. Mecosta and Osceola counties are at the state average for prevalence of diabetes and are higher than the state average for the prevalence of adult smoking, obesity and physical inactivity, and for the number of self-reported mentally unhealthy days in a 30-day timeframe.

The increasing prevalence of chronic diseases and the growing understanding that lifestyle behavior plays an essential role in improving overall health suggest a need for increased attention to lifestyle choices. Common knowledge, accompanied by a robust body of evidence, dictates that healthy lifestyle habits like exercising and eating a balanced diet promote weight loss, prevent weight gain and enhance overall health.

Area businesses can play a key role in helping their employees improve their health behaviors by providing access to wellness programs. Numerous scientific evaluations of the impact of wellness programs provide evidence that getting proper sleep and enough physical activity, eating a healthy diet, and not smoking lead to lower health risks. Lowering health risk leads to lower incidence of chronic disease. A lower incidence of chronic diseases decreases the community economic burden. Through changing health behaviors and lowering the health risk, a foundation to better health can be established.

## Objectives

- By Dec. 31, 2023, develop a menu of health behavior change program offering and recruit a total of two businesses from the service area.
- By Dec. 31, 2024, collaborate with a total of three business from the service area.
- By Dec. 31, 2025, collaborate with a total of six businesses from the service area.

## Collaborations

Key collaborators in this work will be pursued and will include local employers.

## Resources

Spectrum Health Big Rapids and Reed City Community Health will dedicate a 0.1 full-time-equivalent team member to support this work.

## Strategy-Specific Diversity, Equity and Inclusion

The Spectrum Health Community Health Department will develop a menu of healthy lifestyle programming in collaboration with businesses in our service area. The healthy lifestyle programming will be offered free of charge. Businesses will promote healthy lifestyle programming by including incentives for their employees. In-person and virtual healthy lifestyle programs will be available to accommodate individuals with limited access to transportation.

# 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.

Twenty percent of surveyed providers identified that primary care services were lacking in their communities. In addition, Lake, Mecosta and Osceola counties have higher Health Provider Shortage Area scores

compared to their region—indicating disproportionate 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+. More specifically, Native American and Hispanic populations may have a more challenging time accessing care due to differences in insurance coverage. 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

To increase access to care by reengaging with the North Central Community Health Innovation Region by relaunching the Social Determinants of Health referral process to the Community Connections program.

## Addressing the Need

### Community Connections Program

#### Background

Community Connections is a program that connects



adults, children and families to community resources. It is managed by District Health Department #10 for Mecosta and Lake counties. The Central Michigan Health Department plans to expand the Community Connections program into Osceola County. It is a free program designed to address Social Determinants of Health barriers. The Social Determinants of Health addressed by the Community Connections program include medical care, dental care, transportation, healthy food, healthy lifestyles, education, affordable housing, utilities and translation. Community members are referred to the Community Connections program and are assigned to program team members. The program team consists of a registered nurse, a social worker and community health workers. The Community Connections program assigns care pathways to assist community members and direct them into services to address their Social Determinants of Health deficiencies.

Prior to the COVID-19 pandemic, the Community Connections program had launched in two Spectrum Health Big Rapids Hospital departments. Program referral volumes were building. Since the pandemic, referral volumes have decreased. Spectrum Health Big Rapids and Reed City Community Health will reengage with the North Central Health Innovation Region by relaunching the Social Determinants of Health referral process to the Community Connections program.



### Objectives

- By Dec. 31, 2023, a minimum of two Spectrum Health Big Rapids and Reed City hospital departments will relaunch the Social Determinants of Health referral process to the Community Connections program with the North Central Community Health Innovation Region.
- By Dec. 31, 2024, a minimum of two Spectrum Health Big Rapids and Reed City hospital departments will receive Social Determinants of Health referral process

education from the North Central Community Health Innovation Region twice a year.

- By Dec. 31, 2025, Spectrum Health Big Rapids and Reed City hospital referrals for Social Determinants of Health to the Community Connections program with the North Central Community Health Innovation Region will increase from five (2021 calendar baseline) to a total of 150.

### Collaborations

Key collaborators in this work will be pursued and will include District Health Department #10 and the Central Michigan Health Department.

### Resources

Spectrum Health Big Rapids and Reed City Community Health will dedicate a 0.1 full-time-equivalent team member to support this work.

### Strategy-Specific Diversity, Equity and Inclusion

As trusted members of the community, the health care community can address disparities in health. The staff of the Spectrum Health Healthier Communities department consider individuals, families, businesses and the community when evaluating interventions by advocating for developing programming, providing education and supporting staff in their ability to improve health. Socioeconomic factors may create additional barriers to being healthy. Community Connections is a free program that is designed to address community members, Social Determinants of Health barriers.

## Significant Health Needs Not Addressed

### Economic Security

Economic security is an important need that is being addressed by numerous programs and initiatives operated by the local government, other organizations within Spectrum Health and local community partners. Our implementation strategy will not focus on that due to limited resources and the need to allocate significant resources to the three needs identified above.

## Justification for Decision

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 Big Rapids and Reed City hospitals' implementation strategies, acknowledged the hospitals' role as a major employer in the community. Still, it concluded that this community's significant need should not be included in the hospitals' implementation strategy document. This need offered a unique opportunity to broaden the collaboration between the hospitals 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 process starts.

- Lake County Chamber of Commerce
- West Michigan Shoreline Regional Development Corporation
- Osceola County Community Development
- Ewart Area, Marion Area and Reed City Area Chambers of Commerce

The following organizations are tasked with financial security initiatives in Lake, Mecosta and Osceola counties

- Mecosta-Osceola United Way
- Mid-Michigan Community Action
- Lake County Community Foundation
- Mecosta County Community Foundation
- Osceola County Community Foundation
- TrueNorth

## Community Resources

The following organizations are tasked with economic development initiatives in Lake, Mecosta and Osceola counties:

- The Right Place (state-recognized regional economic development organization)
- Mecosta County Area Chamber of Commerce
- Mecosta County Development Corporation
- Michigan Economic Development Corporation
- West Michigan Regional Prosperity Alliance
- Lake County Economic Development Alliance

# Appendix

## Abbreviated Tables

| Significant Need: Behavioral Health                                                                                                                   |                                        |                                                                                                                                                                                                                                      |                                                                                                                                                                                                 |                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Goal:</b> To increase access to behavioral health services and break down barriers, such as stigma, that impede navigation of available treatment. |                                        |                                                                                                                                                                                                                                      |                                                                                                                                                                                                 |                                     |
| Target Population                                                                                                                                     | Strategy                               | Objective                                                                                                                                                                                                                            | Measurable Impact                                                                                                                                                                               | Reference Page for More Information |
| Youth in K-12 schools in Lake, Mecosta and Osceola counties                                                                                           | K-12 mental health awareness/education | By Dec. 31, 2023, Spectrum Health Big Rapids and Reed City will convene a collaborative to address the social and emotional needs of youth in grades K-12 in Lake, Mecosta and Osceola counties.                                     | A collaborative convened to address the social and emotional needs of youth in grades K-12 in Lake, Mecosta and Osceola counties                                                                | 6                                   |
|                                                                                                                                                       |                                        | By June 30, 2024, superintendents (or designees) of K-12 schools in Lake, Mecosta and Osceola counties will be surveyed to gather their input on the social and emotional support needs of the student population in their district. | Superintendents (or designees) of K-12 schools in Lake, Mecosta and Osceola counties surveyed to gather their input on the social and emotional support needs of the students in their district | 6                                   |
|                                                                                                                                                       |                                        | By Dec. 31, 2024, the collaborative will create an action plan to support administration in Lake, Mecosta and Osceola counties K-12 schools in meeting the social emotional needs of students.                                       | An action plan was created by the collaborative to support administration in Lake, Mecosta and Osceola counties K-12 schools in meeting the social and emotional needs of students              | 6                                   |
|                                                                                                                                                       |                                        | By Dec. 31, 2025, the collaborative will implement one strategy from the action plan.                                                                                                                                                | One strategy from the action plan implemented by the collaborative                                                                                                                              | 7                                   |
| Community members in Lake, Mecosta and Osceola counties                                                                                               | Awareness/stigma reduction campaign    | By June 20, 2023, Spectrum Health Big Rapids and Reed City hospitals will convene a community coalition to lead the stigma reduction campaign.                                                                                       | A community coalition to lead the stigma reduction campaign convened                                                                                                                            | 7                                   |
|                                                                                                                                                       |                                        | By Dec. 31, 2023, the community coalition will identify stigma reduction content and delivery methods.                                                                                                                               | The community coalition identified stigma reduction content and delivery methods                                                                                                                | 7                                   |
|                                                                                                                                                       |                                        | By Dec. 31, 2024, stigma reduction content will be disseminated via various delivery methods. (Note: Quantification of content disseminated will be collected by delivery methods and used as a baseline.)                           | Stigma reduction content disseminated via various delivery methods                                                                                                                              | 7                                   |
|                                                                                                                                                       |                                        | By Dec. 31, 2025, the dissemination and reach of stigma reduction content will increase by 5% over the 2024 baseline.                                                                                                                | The dissemination and reach of stigma reduction content increased by 5% over the 2024 baseline                                                                                                  | 7                                   |

## Significant Need: Behavioral Health

**Goal:** To increase access to behavioral health services and break down barriers, such as stigma, that impede navigation of available treatment.

| Target Population                                    | Strategy                         | Objective                                                                                                                                                              | Measurable Impact                                                                                                                | Reference Page for More Information |
|------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Spectrum Health family practice and OB-GYN providers | Virtual behavioral health access | By Dec. 31, 2023, make Spectrum Health family practice and OB-GYN providers aware of the Spectrum Health Behavioral Health Services program.                           | Family practice and OB-GYN providers made aware of the Spectrum Health Behavioral Health Services program                        | 8                                   |
|                                                      |                                  | By Dec. 31, 2023, develop a referral process for the Spectrum Health OB-GYN practice to increase referrals from zero (2021 calendar year baseline) to 25.              | A referral process for the Spectrum Health OB-GYN practice developed and increased referrals to 25                               | 8                                   |
|                                                      |                                  | By Dec. 31, 2023, assess the offering of Spectrum Health Behavioral Health Services at the newly opened Integrated Care Center at Spectrum Health Big Rapids location. | The offerings of Spectrum Health Behavioral Health Services at the Integrated Care Center at Spectrum Health Big Rapids assessed | 8                                   |
|                                                      |                                  | By Dec. 31, 2024, the referral of patients by primary care providers will increase from 50 (2021 calendar year baseline) to 100.                                       | Number of patients referred by primary care providers increased to a total of 100                                                | 8                                   |
|                                                      |                                  | By March 31, 2025, complete an assessment to determine if additional Spectrum Health behavioral health resources are needed to increase program reach.                 | An assessment to determine if additional resources were needed to increase program reach completed                               | 8                                   |
|                                                      |                                  | By Dec. 31, 2025, at least three behavioral health educational opportunities will be offered to Spectrum Health primary care and OB-GYN providers.                     | Number of educational opportunities offered to Spectrum Health primary care and OB-GYN providers                                 | 8                                   |



## Significant Need: Chronic Disease

**Goal:** Spectrum Health Big Rapids and Reed City hospitals 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.

| Target Population                                                   | Strategy                             | Objective                                                                                                                                                                                                                                                             | Measurable Impact                                                                                                                | Reference Page for More Information |
|---------------------------------------------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Youth in Lake, Mecosta and Osceola counties                         | Coordinated Approach to Child Health | By Dec. 31, 2025, Spectrum Health Big Rapids and Reed City hospitals will expand the Coordinated Approach to Child Health program from zero schools (calendar year 2021 baseline) to three schools in Mecosta and Osceola counties.                                   | The CATCH program expanded to three schools in Mecosta and Osceola counties                                                      | 9                                   |
|                                                                     |                                      | By Dec. 31, 2025, Mecosta and Osceola County schools participating in Coordinated Approach to Child Health will implement at least one policy or environmental support designed to improve student nutrition and/or increase physical activity during the school day. | At least one policy or environmental support designed to improve student nutrition and/or increase physical activity implemented | 9                                   |
| Underserved community members in Lake, Mecosta and Osceola counties | Weight Management Program            | By Dec. 31, 2023, the number of participants who complete the Spectrum Health Big Rapids and Reed City Weight Management Program will increase from 38 (calendar year 2021 baseline) to 83.(calendar year 2021 baseline) to 83.                                       | Number of participants who completed the Weight Management Program increased to 83                                               | 10                                  |
|                                                                     |                                      | By Dec. 31, 2023, weight management content will be disseminated via various delivery methods and views will increase from zero (calendar year 2021 baseline) to a total of 1,665.                                                                                    | Weight management content disseminated via various delivery methods and views increased to 1,665                                 | 10                                  |
|                                                                     |                                      | By Dec. 31, 2024, the number of participants who complete the Spectrum Health Big Rapids and Reed City Weight Management Program will increase from 38 (calendar year 2021 baseline) to 166.                                                                          | Increase the number of participants who completed the Weight Management Program to 166.                                          | 10                                  |
|                                                                     |                                      | By Dec. 31, 2024, weight management content will be disseminated via various delivery methods and views will increase from zero (calendar year 2021 baseline) to a total of 3,300.                                                                                    | Weight management content disseminated via various delivery methods and views increased to 3,300                                 | 10                                  |

## Significant Need: Chronic Disease

**Goal:** Spectrum Health Big Rapids and Reed City hospitals 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.

| Target Population                                                            | Strategy                  | Objective                                                                                                                                                                                    | Measurable Impact                                                                                               | Reference Page for More Information |
|------------------------------------------------------------------------------|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Underserved community members in Lake, Mecosta and Osceola counties          | Weight Management Program | By Dec. 31, 2025, the number of participants who complete the Spectrum Health Big Rapids and Reed City Weight Management Program will increase from 38 (calendar year 2021 baseline) to 250. | Number of participants who completed the Weight Management Program increased to 250                             | 10                                  |
|                                                                              |                           | By Dec. 31, 2025, weight management content will be disseminated via various delivery methods and views will increase from zero (calendar year 2021 baseline) to a total of 5,000.           | Weight management content was disseminated via various delivery methods and views increased to 5,000            | 10                                  |
| Local businesses and community members in Lake, Mecosta and Osceola counties | Healthy lifestyles        | By Dec. 31, 2023, develop a menu of health behavior change program offerings and recruit a total of two businesses from the service area.                                                    | A menu of health behavior change program offerings developed and two businesses recruited from the service area | 11                                  |
|                                                                              |                           | By Dec. 31, 2024, collaborate with a total of three business from the service area.                                                                                                          | A total of three businesses from the service area collaborated with                                             | 11                                  |
|                                                                              |                           | By Dec. 31, 2025, collaborate with a total of six businesses from the service area.                                                                                                          | A total of six businesses from the service area collaborated with                                               | 11                                  |

## Significant Need: Access to Health Care

**Goal:** To increase access to care by reengaging with the North Central Community Health Innovation Region by relaunching the Social Determinants of Health referral process to the Community Connections program.

| Target Population                                                                       | Strategy                      | Objective                                                                                                                                                                                                                                                                        | Measurable Impact                                                                                                                                              | Reference Page for More Information |
|-----------------------------------------------------------------------------------------|-------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| Community members in Lake, Mecosta and Osceola counties who lack access to health care. | Community Connections program | By Dec. 31, 2023, a minimum of two Spectrum Health Big Rapids and Reed City hospitals' departments will relaunch the Social Determinants of Health referral process to the Community Connections program with the North Central Community Health Innovation Region.              | Number of Spectrum Health Big Rapids and Reed City hospitals' departments relaunched the Social Determinants of Health referral process                        | 12                                  |
|                                                                                         |                               | By Dec. 31, 2024, a minimum of two Spectrum Health Big Rapids and Reed City hospitals' departments will receive Social Determinants of Health referral process education twice a year from the North Central Community Health Innovation Region.                                 | Number of Spectrum Health Big Rapids and Reed City hospitals' departments which received Social Determinants of Health referral process education twice a year | 12                                  |
|                                                                                         |                               | By Dec. 31, 2025, Spectrum Health Big Rapids and Reed City hospitals' referrals for Social Determinants of Health to the Community Connections program with North Central Community Health Innovation Region will increase from five (2021 calendar baseline) to a total of 150. | Number of referrals for Social Determinants of Health to the Community Connections program increased from a baseline of five to a total of 150                 | 12                                  |



**Spectrum  
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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 مجانًا. اتصل على الرقم 1.844.359.1607 (TTY: 711).