

Spectrum Health Grand Rapids Hospitals Implementation Plan July 2018-June 2021
Summary of Key Findings (Significant Health Needs) Identified in the Community Health Needs Assessment (CHNA)

A hospital facility's implementation strategy to meet the community health needs identified through the hospital facility's CHNA is a written plan that, with respect to each key finding (significant health needs) identified through the CHNA, either –

- (1) Describes how the hospital facility plans to address the health need; or
- (2) Identifies the health need as one the hospital does not intend to address and explains why the hospital facility does not intend to address the health need.

Information needed to identify and determine the community's key findings (significant health needs) was obtained by sending out community health surveys to residents, interviews, and online surveys with community healthcare professionals and community leaders. Secondary data was gathered from state, local, and national databases to supplement the overall findings and needs identified.

Key Findings (Significant Health Needs) Addressed in Implementation Plans:
<ol style="list-style-type: none">i. Mental Healthii. Substance Abuseiii. Obesityiv. Poor Nutrition
Other Key Findings (Significant Health Needs) Identified in the CHNA But Not Addressed in this Plan – Each of the health needs listed below is important and is being addressed by numerous programs and initiatives operated by the Hospital, other organizations within Spectrum Health, and other community partners of the Hospital. However, the Hospital will not address the following key findings (significant health needs) identified in the CHNA as part of this Implementation Plan due to limited resources and the need to allocate significant resources to the priority health needs identified above.
<ol style="list-style-type: none">i.ii.iii.

Spectrum Health Grand Rapids Hospitals Health Needs Assessment Implementation Plan July 2018-June 2021
Behavioral Health (Mental health) inclusive of Substance Use Disorder

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Mental Health	All residents within Kent County and those who may choose Spectrum Health Services	<p>We have unmet needs for mental health, also referred to as behavioral health, within our inpatient and ambulatory spaces. Among students, 20% of graduating students have contemplated suicide in the past 24 months.</p> <p>We will address behavioral health (BH) issues through the following actions:</p> <ol style="list-style-type: none"> 1. Creation of a 24/7 inpatient consultative service. 2. Creation of an emergency deployment team that can respond to BH urgencies. 3. Create and implement a screening tool to identify emerging behavioral health concerns among our inpatients. 	<ol style="list-style-type: none"> 1. Hire three psychiatrists to complete this service designed to improve safety for our inpatients <ol style="list-style-type: none"> a. Two psychiatrists to be recruited and on boarded by 6/30/2019. b. One psychiatrist to be recruited and on boarded by 6/30/2020. 2. Reduce boarding time in our ED's by 10% year over year. <ol style="list-style-type: none"> a. 10% completed by 6/30/2020. b. an additional 10% completed by 6/30/2021. 3. Provide tele-med and virtual consultative services to regional hospitals. To be completed by 6/30/2020.
Mental Health	All residents within Kent County and those who may choose Spectrum	Staff training in de-escalation and management of patients with BH issues	<ol style="list-style-type: none"> 1. Reduction of safety events/assaults to staff and safety events with patients with expectation of first year rise in reporting. <ol style="list-style-type: none"> a. 5% reduction by 6/30/2019. b. An additional 10% reduction by 6/30/2020. c. An additional 10% reduction by 6/30/2021.

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Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
	Health Services		
Mental Health	All residents within Kent County and those who may choose Spectrum Health Services	Explore and implement digital/mobile solutions and mobile applications in coordination with our Health Plan to enhance access in a manner that is consistent with needs and desires of patients (An alternative to the traditional FTE-based solutions for access)	<ol style="list-style-type: none"> 1. Identify digital/mobile solutions to provide enhanced access for BH services by 6/30/2019. 2. Deploy and market this technology within Spectrum Health Medical Group practices by 6/30/2020. 3. Increase volumes by 10% for this service by 6/30/2021.
Mental Health	All residents within Kent County and those who may choose Spectrum Health Primary Care Services	<ol style="list-style-type: none"> 1. Expansion of Comprehensive Primary Care <i>Plus</i> (CPC+) model of embedded BH within our Primary Care Practices. <p>In addition to the onboarding of additional psychiatrists (see above), we will develop preferred partnerships to improve access to individuals experiencing moderate and severe behavioral health issues.</p>	<ol style="list-style-type: none"> 1. Deploy the CPC+ model of embedded BH within our primary care practices within Kent County. 2. Increase the number of individuals who are screened for anxiety, depression, and SUD with this tool by percent. 3. Utilize MedNow to recreate this service level into the primary care sites. From a FY18 baseline of 19,000 encounters, we will <ol style="list-style-type: none"> a. 25% increase by 6/30/2019 b. 25% increase by 6/30/2020 c. 25% increase by 6/30/2021
Mental Health	All residents within Kent	<ol style="list-style-type: none"> 1. Work collaboratively with community to plan and implement a crisis center to address acute BH 	<ol style="list-style-type: none"> 1. Behavioral Health Crisis Center activities: <ol style="list-style-type: none"> a. Create a plan to operationalize a crisis center

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	County and those who may choose Spectrum Health Primary Care Services	<p>needs.</p> <p>2. We will also plan to partner with community to roll out Zero Suicide as an evidence-based intervention to reduce suicidal actions in collaboration with community partners.</p>	<p>by 12/31/ 2019.</p> <p>b. Begin construction of this center by 6/30/2020.</p> <p>2a. Identify the partner to collaborate on the Zero Suicide initiative and create the annual baseline of current suicides occurring in our shared populations. To be completed by 6/30/2019.</p> <p>2b. Reduce suicide by 5% within those populations by 6/30/2020.</p> <p>2c. Reduce suicide by an additional 5% within those populations by 6/30/2021.</p>
Mental Health	All residents within Kent County and those who may choose Spectrum Health Services	<p>Spectrum Health will implement a 24/7 Psychological consultative/rapid response service within the Grand Rapids based health center. This will allow for the services to be delivered in a telehealth/virtual manner.</p> <p>Within the regional hospital spaces, we will offer telehealth psych consultative services 24 hour/7 day a week.</p>	<p>1a. Establish a performance baseline one year after the service is established. To be completed by 6/30/2020.</p> <p>1b. In subsequent years, increase tele-psych consults by 10%. To be completed by 6/30/2021.</p>
Substance Abuse (AKA Substance Use Disorder)	Kent County Residents	Increasing the number of providers who are credentialed to prescribe Suboxone for the treatment of Substance Use Disorder (SUD).	<p>1. Increasing number of providers credentialed to prescribe; this includes primary care physicians as well as ED providers.</p> <p>a. Establish a baseline of current credentialed providers and prescribing of Suboxone. To be completed by 6/30/2019.</p> <p>b. Increase prescribing physicians by 10%. Completed by 6/30/2020.</p> <p>c. Increase prescribing physicians by an additional 10%. Completed by 6/30/2021.</p>

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Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
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Substance Abuse (AKA Substance Use Disorder)	All residents within Kent County	<p>Our efforts in addressing substance use disorder and the opioid crisis are designed around interventions targeting prevention (including prescribing), providing rescue medications for opioid overdose, and recovery program access.</p> <p>Prevention/Prescribing:</p> <ul style="list-style-type: none"> • In collaboration with community partners and other health systems, create prescribing guidelines for opioids that are procedurally-/conditionally-based. • Create and deploy provider scorecards to allow for identification of individual prescribing habits that are outside of normative practices. • Engage community partners in primary prevention sessions in the schools directed at students. • Coach and mentor prescribers to consider alternatives to opioids and prescribing habits that reduce risk after distribution. • Reducing opioid prescribing for acute pain; limiting morphine equivalent dosing and implementing the ALTO program. • Create and deploy public service announcements in conjunction with the Kent County Opioid Task force to bring enhanced awareness to the public and what can be done to combat this crisis. 	<ol style="list-style-type: none"> 1. Creation and implementation of evidenced-based prescribing guidelines for: <ol style="list-style-type: none"> a. Five conditions by 6/30/2019. b. Ten conditions by 6/30/2020. c. Fifteen conditions by 6/30/2021. 2. Coordinate two community sessions each fiscal year highlighting the dangers of recreational drug use. <ol style="list-style-type: none"> a. Two session completed by 6/30/2019 b. Two session completed by 6/30/2020 c. Two session completed by 6/30/2021 3. Implementation of the ALTO program in Grand Rapids EDs; reduce opioid prescribing for targeted conditions by 20% over measured baseline in year two and 25% in year three. <ol style="list-style-type: none"> a. Baseline established by 6/30/2019. b. Reduction of baseline by 20% completed by 6/30/2020. c. Reduction of year two prescribing by 6/30/2021. 4. Create annual PSAs to engage community. <ol style="list-style-type: none"> a. One PSA by 6/30/2019. b. One PSA by 6/30/2020. c. One PSA by 6/30/2021.
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Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
			5. Coordinate semi-annual drug take backs events as well as alternatives for disposal. <ul style="list-style-type: none"> a. Two takeback events by 6/30/2019. b. Two takeback events by 6/30/2020. c. Two takeback events by 6/30/2021.
Substance Abuse (AKA Substance Use Disorder)	All residents within Kent County	Overdose deaths are increasing at an alarming rate. We need to identify community members who are at increased risk based either on the medications that they are taking and underlying medical conditions. Rescue: <ul style="list-style-type: none"> 1. Deploy naloxone emergency kits to individuals visiting our EDs who are identified as having high risk of potential overdose. 2. Prescribe naloxone to individuals utilizing inpatient and ambulatory spaces when being identified as having high risk of potential overdose. 3. Partner with the Grand Rapids Red Project to distribute to high risk community members and families and friends of those at risk. 	<ul style="list-style-type: none"> 1. Automating a process to identify opportunities for Naloxone co-prescribing in ED and ambulatory space. Supplying all high risk patients with these rescue kits in our Grand Rapids EDs by year two. <ul style="list-style-type: none"> a. Identify automation process by 12/31/2018. b. Implementation of process by 06/30/2019. c. 100% distribution to high risk patients in the ED. Completed by 6/30/2020. d. 100% distribution to high risk patients in the ED. Completed by 6/30/2021. 2. Expanding naloxone co-prescribing into 100% our inpatient and ambulatory spaces by the end of year three. <ul style="list-style-type: none"> a. 75% co-prescribing by 6/30/2020. b. 100% co-prescribing by 6/30/2021. 3. Providing financial support and in-kind support to the Grand Rapids Red Project Team.

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Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Substance Abuse (AKA Substance Use Disorder)	All residents within Kent County	<p>To aid in the opioid recovery:</p> <ol style="list-style-type: none"> 1. Train Spectrum providers to become credentialed in the prescribing of Suboxone to allow for the treatment of opioid dependency in the primary care setting. 2. Support providers who are engaging patients who are identified as having a substance use disorder. 	<ol style="list-style-type: none"> 1. Train 20 providers each year to be credentialed to prescribe Suboxone within Kent County. <ol style="list-style-type: none"> a. 20 credentialed providers by 6/30/2019. b. No less than 40 providers credentialed by 6/30/2020. c. No less than 60 providers credentialed by 6/30/2020. 2. Alternatively, increase by 10% the number of clinicians that are credentialed to prescribe Suboxone. (Including ED providers and primary care providers). 3. Developing standardized educational material targeting patients, staff, and providers that allow them to best manage this complex problem; the creation of a “go team” to deploy into sites identified in need of this high intensity education by 6/30/2020. 4. Provide dedicated resources to serve pregnant women who present with an Opioid Use Disorder by 6/30/2020.
Substance Abuse (AKA Substance Use Disorder)	All residents within Kent County	Tobacco use is a major factor of adverse health outcomes and Spectrum does not have a program to address this complicated issue. We will create a program to reduce tobacco use.	<ol style="list-style-type: none"> 1. Design and implementation of a tobacco cessation program serving the community. To be completed by 6/30/2019. 2. Deliver yearly curriculum in schools around the prevention of all tobacco products (inclusive of vaping). To be completed by 6/30/2019.

Spectrum Health Grand Rapids Hospitals Health Needs Assessment Implementation Plan July 2018-June 2021
Access to Care

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Access to Care: Primary Care	Residents of Kent County	To improve access to our economically disadvantaged, medically underserved and senior populations, we will increase the number of providers who are open to governmentally insured patients.	Maintaining 20 providers in Kent County that are open to governmentally insured patients each year from 6/30/2019 to 6/30/2021.
Access to Care: Primary Care	All residents within Kent County and those who may choose Spectrum Health Services	To improve access to all populations, we will hire 5 additional Primary Care Physicians and 3 Advance Practice Providers (APP) within Kent County either through new hires or integration.	5 primary care providers and 3 APPs: <ol style="list-style-type: none"> a. By June 2019, 1 physician. b. By June 2019, 1 APP. c. By June 2020, 2 physicians (3 net total). d. By June 2020, 1 APP (2 net total). e. By June 2021, 2 physicians (5 net total). f. By June 2021, 1 APP (3 net total).
Access to Care: Primary Care	All residents within Kent County and those who may choose Spectrum Health Services	Increasingly, our patients have expressed interest in being able to access care in the manner of their choice, at the time of their choice, and with the provider of their choice. From a FY18 baseline of 19,000 encounters, growing and deploying Med Now and Convenient Care programs to allow for enhanced access via a methodology of patient choice.	<ol style="list-style-type: none"> 1. Increase our volume through convenient walk in centers (Recognizing that these will open access for patients in our acute care practices). From a 2018 baseline of 3746 patients, we will expect a 10% increase year-over-year. <ol style="list-style-type: none"> a. 10% by 6/30/2019. b. 10% by 6/30/2020. c. 10% by 6/30/2021. 2. Increase our volume through urgent care centers (Recognizing that these will open access for patients in our acute care practices). From a 2018 baseline of 123,243 patients, we will expect a 3% increase year-over-year. <ol style="list-style-type: none"> a. 3% by 6/30/2019. b. 3% by 6/30/2020. c. 3% by 6/30/2021.

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Access to Care

Significant Health Need	Population Served	Action	Measurable Impact
			<ol style="list-style-type: none"> 3. Increase volumes into our Med Now program to increase primary care access by 25% year-over-year. <ol style="list-style-type: none"> a. 25% by 6/30/2019 b. 25% by 6/30/2020 c. 25% by 6/30/2021
Access to Care: Maternal Infant Health	Residents of Kent County	<p>Reduce adverse birth outcomes among people of color through Maternal Infant Health Programs by:</p> <ul style="list-style-type: none"> -Expanding work to Latina populations -Embed enrollment in "centering care" in clinics -Collaborate with State of Michigan <ol style="list-style-type: none"> 1. Increase the percentage of MIHP-eligible women who enroll into our MIHP by 3% year-over-year. 2. Increasing the percentage of MIHP eligible women enrolled (Baseline is currently 36%) 	<ol style="list-style-type: none"> 1. Increase the percentage of MIHP-eligible women who enroll into our MIHP by 3% y-o-y in 6/30/2019, 6/30/2020 and 6/30/2021. 2. Increasing the percentage of MIHP eligible women enrolled (currently 36%) by 2% in year 1, 3% in year 2, and 3% in year 3.

Spectrum Health Grand Rapids Health Needs Assessment Implementation Plan July 2018-June 2021
Obesity, Food and Nutrition

Health Need	Population Served	Action	Measurable Impact
Obesity and Poor Nutrition	Residents of Kent County	Support the Community Food Club from both a financial and in-kind perspective	Increasing the number of families served by 5% year over year; presently serving 1100 unique families per month.
Obesity and Poor Nutrition	Residents of Kent County	Support the Nutritional Options through Wellness (hosted by Access of West Michigan) which provides free weekly healthy food service and education to individuals with chronic disease.	Serving 115 families with healthy food options and education per year annually. To be completed by 6/30/2019, 6/30/2020 and 6/30/2021.
Obesity and Poor Nutrition	All residents within Kent County and those who may choose Spectrum Health Services	<p>Implement a culinary medicine program that teaches “food is medicine”. The program will focus on reducing the incidence of childhood obesity and subsequent chronic disease and the coinciding economic burden of escalating healthcare costs, the goals of this project are to transform care delivery to underserved at-risk youth and their families via a two-pronged approach:</p> <ol style="list-style-type: none"> 1. Expand delivery of and evaluate the impact of an evidence-based and innovative professional culinary medicine program to resident physicians and healthcare workers employed at Spectrum Health (SH) pediatric and family medicine clinics; 2. Implement and evaluate a family culinary medicine program inclusive of hands-on cooking skill development in a teaching kitchen, coaching from a registered dietitian, technology enabled self-management, and access to fresh healthy ingredients to children and families who are dually challenged by food insecurity and overweight/obesity. 	<ol style="list-style-type: none"> 1. Within the Internal Medicine/Pediatric Residents’ Elective, conduct a two-week, hands-on elective on how to prepare classic dishes, but with healthy modifications, so that physicians can better advise their patients on how to follow those specific diets like low sodium and low fat, but maintain flavor. To be completed by 6/30/2019. 2. Inclusive program will include: <ol style="list-style-type: none"> a. Families will participate alongside 8-10 other families in a 3 month intervention inclusive of three 2- hour culinary medicine classes on weeks 2,4, and 6 with a final “booster” hands-on class at week 12. To be completed by 6/30/2019. b. Participants will be referred to and have access to utilize the Community Food Club and The YMCA Veggie Van. To be completed by 6/30/2019 and 6/30/2020.

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Obesity, Food and Nutrition

Health Need	Population Served	Action	Measurable Impact
Obesity and Poor Nutrition	Residents of Kent County	Support of Urban Roots which supports urban farming within marginalized populations as well as a local market offering locally grown produce to individuals within the 49507 zip code at discounted pricing	<ol style="list-style-type: none"> 1. Establish a baseline of the number of persons served. To be completed by 6/30/2019. 2. Increase capacity and customer utilization by 10% over baseline. To be completed 6/30/2020. 3. Increase capacity and customer utilization by 20% over baseline. To be completed 6/30/2021.
Obesity and Poor Nutrition	Residents of Kent County	Support urban farming efforts of Wellhouse. Specifically a bicycle delivery Community Supported Agriculture (CSA) as well as cooking and nutritional workshops in partnership with Michigan State Extension.	Serving over 700 pounds of food annually, to over 300+ tenants and neighborhood residents in the Baxter Community, annually. To be completed by 6/30/2019.
Obesity and Poor Nutrition	Residents of Kent County	Providing financial and in-kind support to Health Net of West Michigan's Fit Kids 360 which provides targeted intervention to morbidly obese youth.	Providing five 7-week classes annually to youth and families. To be completed by 6/30/2019, 6/30/2020 and 6/30/2021.
Obesity and Poor Nutrition	Residents of Kent County	Partnering with the YMCA to support fitness classes for vulnerable populations to improve health.	Providing twenty 6-week community fitness cohorts. To be completed by 6/30/2019.

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Advanced directive	A legal document (as a living will) signed by a competent person to provide guidance for medical and health-care decisions (such as the termination of life support or organ donation) in the event the person becomes unable to make such decisions.
Advanced Practice Provider (APP)	Mid-level practitioners who are health care providers who have received different training and have a more restricted scope of practice than physicians and other health professionals in some states, but who do have a formal certificate and accreditation through the licensing bodies in their jurisdictions. Examples include, but may not be limited to, Nurse Practitioners, Physician Assistants, and Nurse-Midwives. A Nurse Practitioner is a registered nurse who has acquired the knowledge base, decision-making skills, and clinical competencies for expanded practice beyond that of an RN, the characteristics of which would be determined by the context in which he or she is credentialed to practice. Physician Assistants are concerned with preventing and treating human illness and injury by providing a broad range of health care services under the supervision of physician or surgeon. They conduct physical exams, diagnose and treat illnesses, order and interpret tests, develop treatment plans, perform procedures, prescribe medications, counsel on preventive health care and may assist in surgery. Nurse-Midwives are advanced practice registered nurses who provide counseling and care during pre-conception, pregnancy, childbirth and the postpartum period.
Bariatrics	The branch of medicine that deals with the causes, prevention, and treatment of obesity.
Behavioral Health	Covers the full range of mental and emotional wellbeing- for the basics of how we cope with the challenges of day-to-day life, to the treatment of mental illnesses, such as depression or personality disorders, as well as substance abuse and other addictive behaviors.
Blue Envelope	Spectrum Health created an innovative approach to Suicide Prevention by designing a Suicide Safety Behavior Kit (SSBK). This SSBK is kept in an easily identified Blue Envelope and contains guidelines and crisis response protocols for a First Responder, Second Responder and Clinical Lead (a provider, social worker, physician assistant, registered nurse, etc.), instructing each team member in an office setting on how to respond to a person who reveals suicidal thoughts or behaviors. These comprehensive protocols can be quickly and compassionately activated by each team member at a moment's notice when someone uses the code words "Please get me a Blue Envelope".

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Cardiovascular and Thoracic (CVT)	A field of medicine focused on the heart, lungs, esophagus, and other organs in the chest. This includes specialists such as cardiothoracic surgeons, cardiovascular surgeons, general thoracic surgeons, and congenital heart surgeons.
Chaplaincy Program	A member of the clergy trained to listen to the patient's story, to be present to the patient's values, and to reframe the crisis in the context of these values. These areas include risk assessment, crisis intervention, advocacy, cultural and religious diversity, ethics, integration of the patient's story into a larger faith perspective, ritual support, end-of-life issues, and bereavement and grief.
Chronic disease	A persistent or recurring disease that affects a person for at least three months.
Colon cancer screenings	Tests to detect polyps and early cancers in the intestines. This type of screening can find problems that can be treated before cancer develops or spreads. Regular screenings may reduce the risk of pain and death caused by colorectal cancer.
Convenient Care	Clinics that are a category of walk-in clinics that treat uncomplicated minor illnesses and provide preventative healthcare services.
District Health Department #10 (DHD#10)	The largest geographic health department in Michigan, serving ten counties including Crawford, Kalkaska, Lake, Manistee, Mason, Mecosta, Missaukee, Newaygo, Oceana, and Wexford.
Emergency Department (ED)	The department of a hospital responsible for the provision of medical and surgical care to patients arriving at the hospital in need of immediate care.
Federally Qualified Health Center (FQHC)	Federally qualified health centers (FQHCs) include all organizations receiving grants under Section 330 of the Public Health Service Act (PHS). FQHCs qualify for enhanced reimbursement from Medicare and Medicaid, as well as other benefits. FQHCs must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program, and have a governing board of directors.
FitKids360	FitKids360 is a healthy lifestyle program for overweight children and their families.
Full Time Equivalent (FTE)	A unit that indicates the workload of an employed person (or student) in a way that makes workloads or

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	class loads comparable across various contexts. An FTE of 1.0 is equivalent to a full-time worker while an FTE of 0.5 signals half of a full work.
HBA1C	The A1c test (also known as HbA1c, glycated hemoglobin or glycosylated hemoglobin) is a blood test that correlates with a person’s average blood glucose level over a span of a 90 days.
Health Literacy	The use of a wide range of skills that improve the ability of people to act on information in order to live healthier lives. These skills include reading, writing, listening, speaking, numeracy, and critical analysis, as well as communication and interaction skills.
Institute for Healthcare Improvement (IHI)	IHI is a nonprofit organization focused on motivating and building the will for change, partnering with patients and health care professionals to test new models of care, and ensuring the broadest adoption of best practices and effective innovations.
Integrating behavioral health collaborative care programs	The systematic coordination of general and behavioral healthcare. Integrating mental health, substance abuse, and primary care services produces the best outcomes and proves the most effective approach to caring for people with multiple healthcare needs.
Leeward Initiative	A sub-committee of the District Health Department #10 substance abuse task force that focuses on achieving a reduction in substance use by increasing understanding, ensuring treatment services, and supporting families and community.
Low birth weight (LBW)	Low birth weight (LBW) is defined as a birth weight of a live born infant of less than 2,500 g (5 pounds 8 ounces) regardless of gestational age.
Mammogram	The process of using low-energy X-rays to examine the human breast, which is used as a diagnostic and screening tool. The goal of mammography is the early detection of breast cancer, typically through detection of characteristic masses and/or microcalcifications.
Marketplace	Also known as the Health Insurance Exchange — is the place where people without health care insurance can find information about health insurance options and also purchase health care insurance.
Maternal Infant Health Program	Programs to improve women’s health before, during, and after pregnancy to reduce both short- and long-term problems.

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Medicaid	A United States federal health care program for families and individuals with low income and limited resources.
Medicare	A United States federal system of health insurance for people over 65 years of age and for certain younger people with disabilities.
Mental Health	Also referred to as Behavioral Health, covers the full range of mental and emotional wellbeing- for the basics of how we cope with the challenges of day-to-day life, to the treatment of mental illnesses, such as depression or personality disorders, as well as substance abuse and other addictive behaviors.
Metrics	A standard for measuring or evaluating something, especially one that uses figures or statistics
MI Way to Thrive	A program that works with community members in need to address social determinants and provide assistance navigating the complicated healthcare system. Through social services and in-home support, our team works with strategic community partners to help MI Way to Thrive participants connect with the resources they need to become self-sufficient and thrive. The goal is to improve self-sufficiency, quality of life and health outcomes while reducing healthcare costs and the need for public assistance.
Mothers Offering Mothers Support (MOMS)	A Spectrum Health Healthier Communities program that serves Medicaid beneficiaries who are pregnant and their newborns who are most likely to experience serious health problems due to psychosocial, socio-economic and/or nutritional risk factors.
Next third available appointment	A measurement of the patient's ability to seek and receive care with the provider of their choice, at the time they choose, regardless of the reason for their visit. Counting the third next available appointment is the healthcare industry's standard measure of access to care and indicates how long a patient waits to be seen.
Obstetrics/Gynecology (OB/GYN)	An obstetrician/gynecologist is a physician specialist who provides medical and surgical care to women and has particular expertise in pregnancy, childbirth, and disorders of the reproductive system.
Oncology Distress Screening	Cancer patients are screened to assess the psychological, social, financial, and behavioral issues that may interfere with a patient's treatment plan and adversely affect treatment outcomes so that patients are given appropriate resources and/or referral for psychosocial needs.
PAP Smear	A screening test for cervical cancer. Cells scraped from the opening of the cervix are examined under a microscope. The cervix is the lower part of the uterus (womb) that opens at the top of the vagina.

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Primary Care	The day-to-day health care given by a health care provider. Typically this provider acts as the first contact and principal point of continuing care for patients within a health care system, and coordinates other specialist care that the patient may need.
Primary Care Emergency Department (ED) Sensitivity	Patients using the hospital emergency departments for non-urgent care and for conditions that could have been treated in a primary care setting.
Psychiatry Behavioral Medicine Integrated (PBM+)	Embedding behavioral health services into a care setting that includes universal screening for depression, anxiety, and substance abuse. It enables triage to appropriate behavioral health resources based on risk. This will allow for improved health outcomes and the identification and treatment of conditions that were previously unknown (that impact overall health).
Question. Persuade. Refer (QRP)	A training program to reduce suicidal behaviors and save lives by providing innovative, practical and proven suicide prevention training to help decrease stigma and empower all people, regardless of background, to make a positive difference in the mental health of the people that they know.
Readmission	A subsequent admission to the hospital that occurs within 30 days of a previous admission's discharge.
Referral	An act of referring someone or something for consultation, review, or further action.
Sliding fee scale	Variable pricing for products, services, or taxes based on a customer's ability to pay.
Smoking cessation	Discontinuation of the habit of smoking, the inhaling and exhaling of tobacco smoke.
Smoking Cessation and Reduction in Pregnancy Treatment Program (SCRIPT)	An evidence-based program shown to be effective in helping pregnant women quit smoking. It is designed to be a component of a patient education program for prenatal care providers, and is cited by the Agency for Healthcare Research & Quality's Smoking Cessation Clinical Practice Guidelines.
Tamarac	Tamarac is a Medical Fitness Association certified wellness center operated by Spectrum Health Gerber Memorial Hospital in Newaygo, Michigan. This 55,000-square-foot facility houses a state-of-the-art gym with certified fitness instructors; a full outpatient rehabilitation services center; a pool that is heated to accommodate physical therapy programs; a community health program staffed by registered nurses,

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

For the period of July 2018-June 2021

	diabetes educators, registered dietitians, community health specialists and a tobacco treatment specialist; fitness classes with certified instructors; and a child watch center with certified staff. The Skincare Center and Spa is also located within Tamarac.
Telehealth or Telemedicine	The use of medical information exchanged from one site to another via electronic communications to improve a patient’s clinical health status. Telemedicine includes a growing variety of applications and services using two-way video, email, smart phones, wireless tools and other forms of telecommunications technology.
Trimester	A period of three months, especially as a division of the duration of pregnancy.
Triple Aim	The pursuit of improving the experience of care, improving the health of populations, and reducing per capita costs of health care.
WIC (Women, Infants & Children)	The Special Supplemental Nutrition Program for Women, Infants, and Children is a federal assistance program of the Food and Nutrition Service of the United States Department of Agriculture for healthcare and nutrition of low-income pregnant women, breastfeeding women, and children under the age of five.
Win with Wellness	Community wellness efforts that are a collaboration of a multitude of local entities that strive towards a common goal of a healthier community.
Win with Wellness Fit Club	A school based partnership through the Win with Wellness Spectrum Health Ludington Hospital program with a focus on increased knowledge of lifestyle choices, fostering teamwork, goal setting, and a proactive approach to health in children K-5 th grade.
Very low birthweight (VLBW)	A birth weight of a live born infant of less than 1,500 g (3 pounds 5 ounces) regardless of gestational age.