

**Spectrum Health Big Rapids Hospital 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.

<b>Key Findings (Significant Health Needs) Addressed in Implementation Plans:</b>
<ul style="list-style-type: none"> <li>i. Substance use and abuse</li> <li>ii. Obesity and weight issues</li> <li>iii. Mental health</li> <li>iv. Maternal, child and teen health</li> </ul>
<b>Other Key Findings (Significant Health Needs) Identified in the CHNA But Not Addressed in this Plan –</b> 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.
<ul style="list-style-type: none"> <li>i. Health care access</li> <li>ii. Chronic conditions</li> <li>iii. Negative social indicators</li> <li>iv. Need for an integrated, holistic, or biopsychosocial perspective to address health and health care issues</li> <li>v. Health disparities</li> </ul>

Spectrum Health Big Rapids Hospital Health Needs Assessment Implementation Plan July 2018-June 2021  
Behavioral Health & Substance Abuse/Use

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Behavioral health inclusive of substance use and abuse.	All residents of Lake, Mecosta and Osceola Counties.	<p>Improve access to behavioral health inclusive of substance use and abuse through collaboration with community partners.</p> <p>Reduce youth thoughts of suicide: Per the CHNA, 31.1% and 29.3% of youth in Osceola and Lake counties, respectively, report depression. And, 14.3% of adults say that growing up they lived with someone who was depressed, mentally ill, or suicidal</p> <ol style="list-style-type: none"> <li>1. Youth Depression Screens               <ol style="list-style-type: none"> <li>a. Identify depression screenings being completed in schools where school nurse present.</li> <li>b. Implement an evidenced-base screening tool and deploy to middle school students where school nurse present.</li> <li>c. Develop a referral process for students screening positive for depression.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Youth Depression Screens               <ol style="list-style-type: none"> <li>a. Establish baseline for youth depression screenings by 6/30/2019.</li> <li>b. Upon the implementation of the screening tool, increase the number of depression screenings completed (over baseline) annually.                   <ol style="list-style-type: none"> <li>i. Tool implementation to be completed by 6/30/2020.</li> <li>ii. Increase screenings by 10%. To be completed by 6/30/2021.</li> </ol> </li> <li>c. Develop a referral process and track referrals completed for identified students.</li> </ol> </li> </ol>

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Behavioral Health & Substance Abuse/Use

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
		<p>Reduce number of opioids overdose deaths: Per the CHNA, area adults consider substance abuse to be one of the top health problems in the community, with 54.5% of area adults believing there is a prescription drug abuse problem in particular. Of these: Almost all (92.9%) believe prescription opiates are abused. Roughly seven in ten adults believe there is abuse of prescription stimulants/amphetamines (71.8%) and depressants (67.3%).</p> <ol style="list-style-type: none"> <li>2. Naloxone Initiatives will include:               <ol style="list-style-type: none"> <li>a. Deploying a process to identify patients at risk for overdose and provide Naloxone as indicated with education.</li> <li>b. Expanding identification process to additional practice sites.</li> <li>c. Expanding identification process to all family practice sites and Emergency Department.</li> </ol> </li> <li>3. Collaborate with community partners to provide education events.               <ol style="list-style-type: none"> <li>a. Provide community medication and needle take back events.</li> <li>b. Provide education events in partnership with community agencies.</li> </ol> </li> <li>4. Partner with Project Assert (PA), also known as Alcohol Substance Abuse Services, Education, Referral, Treatment, a program that is staffed by a community Wellness Advocate (peer recovery</li> </ol>	<ol style="list-style-type: none"> <li>2. Naloxone Initiatives               <ol style="list-style-type: none"> <li>a. Process to identify patients at risk for overdose and provide Naloxone as indicated with education to be completed by 6/30/2019.</li> <li>b. Expand identification process to additional practice sites by 6/30/2020.</li> <li>c. Expand identification process to 100% of all Spectrum Health family practice sites and Emergency Department by 6/30/2021.</li> </ol> </li> <li>3. Community education events               <ol style="list-style-type: none"> <li>a. Six medication and needle take back events offered annually to be completed by 6/30/2019, 6/30/2020 and 6/30/2021.</li> <li>b. Five education events completed by 6/30/2021.</li> </ol> </li> <li>4. Project Assert collaboration:               <ol style="list-style-type: none"> <li>a. Increase the number of patients screened by Wellness Advocate by 6/30/2019.</li> <li>b. Develop a referral process for the use of the</li> </ol> </li> </ol>

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		<p>coach) who provides initial assessment, refers patients to treatment/resources and follows the patient through the process. We intend to:</p> <ul style="list-style-type: none"> <li>• Expand the service offered from three to six days per week.</li> <li>• Develop a referral process.</li> <li>• Implementation of Wellness Advocate completed at Family Practice sites and Walk-in clinic.</li> </ul> <p>5. Reduce percentage of adult smoking through Tobacco Cessation education by:</p> <ul style="list-style-type: none"> <li>• Educate provider practices and the community on availability of Tobacco Treatment Specialists.</li> <li>• Provide school-based education on tobacco products including vaping.</li> <li>• Implement American Lung Association’s Better Breather’s Club.</li> <li>• Partner with community agencies to implement tobacco-free public spaces.</li> </ul>	<p>Wellness Advocate from Spectrum Health Family Practice sites and Walk-in Clinic by 6/30/2020.</p> <p>c. Implement Wellness Advocate program at Family Practice sites and Walk-in Clinic by 6/30/2021.</p> <p>5. Tobacco Cessation:</p> <p>a. 6 education events completed. 2 by 6/30/2019, 2 by 6/30/2020 and 2 by 6/30/2021.</p> <p>b. Complete two school education events completed per annually by 6/30/2019, 6/30/2020, and 6/30/2021.</p> <p>c. Initiate a Better Breather’s Club implemented in Big Rapids and expanded to Reed City by 6/30/2020.</p> <p>d. Implement two public spaces identified as tobacco free by 6/30/2021.</p>

Spectrum Health Big Rapids Hospital Health Needs Assessment Implementation Plan July 2018-June 2021  
Obesity/Weight & Nutrition

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Obesity and Weight Issues	All residents of Lake, Mecosta and Osceola Counties.	<p>Improve access to obesity and nutritional health education programming.</p> <ol style="list-style-type: none"> <li>1. Increase access to services that can improve an individual's health: teach practical skills such as healthy cooking, grocery shopping, how to incorporate vegetables in diet, and how to maintain a healthy weight.               <ol style="list-style-type: none"> <li>a. Provide healthy recipe samplings (with recipe) at community events featuring local, in-season produce.</li> <li>b. Support food pantries in identifying and labeling nutritional items.</li> <li>c. Dietician led grocery store tours.</li> <li>d. Nutrition classes.</li> </ol> </li> <li>2. Engage youth in healthy behaviors to reduce childhood obesity by identifying and collaborate with community partners to develop a school-based health program.</li> </ol>	<ol style="list-style-type: none"> <li>1. Reduce percentage of adult and childhood obesity through:               <ol style="list-style-type: none"> <li>a. Conducting 2 events per year offering healthy recipe samplings. To be completed by 6/30/2019, 6/30/2020 and 6/30/2021.</li> <li>b. With dietician input, one Food Pantry per county will have healthy food options identified by 6/30/2021.</li> <li>c. Implement Grocery Store Tours by 6/30/2020 and evaluate the impact on lifestyle change by 6/30/2021.</li> <li>d. Implement Weight Management program by 6/30/2020 and evaluate the impact on lifestyle change by 6/30/2021.</li> </ol> </li> <li>2. Implement a healthy lifestyles program in at least 2 schools by 6/30/2021.</li> </ol>

Spectrum Health Big Rapids Hospital Health Needs Assessment Implementation Plan July 2018-June 2021  
Access to Health Care

Key Findings (Significant Health Needs)	Population Served	Action	Measurable Impact
Maternal Infant Health	Pregnant women and infants of Lake, Mecosta, and Osceola, Counties.	<p>Improve infant health through collaboration of community programs.</p> <ol style="list-style-type: none"> <li>1. Substance Use               <ol style="list-style-type: none"> <li>a. Implement an evidence-based screening tool addressing substance use for pregnant women.</li> <li>b. Engage SCRIPT program or refer to Tobacco Treatment Specialist pregnant women using tobacco products.</li> <li>c. Develop a referral process for pregnant mothers screening positive for substance use.</li> </ol> </li> <li>2. Collaborate with Community partners to improve infant health outcomes               <ol style="list-style-type: none"> <li>a. Increase of children born healthy through participation in Region 4 Perinatal Alliance Coalition and Mecosta-Osceola Great Start Collaborative.</li> <li>b. Increase percentage of eligible patients referred to Maternal Infant Health Program (“MIHP”).</li> </ol> </li> <li>3. Reduce Infant Preventable Deaths               <ol style="list-style-type: none"> <li>a. Safe Sleep: Promote infant safe sleep practices to prevent suffocation and integrate safe sleep education to all programs that serve pregnant women and families with infants.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>1. Reduce infant mortality through substance use reduction:               <ol style="list-style-type: none"> <li>a. Substance use screening tool implemented by 6/30/2019.</li> <li>b. Establish baseline metric for current referral rates. Improve referral rates to exceed 80% of pregnant women using tobacco products by 6/30/2020.</li> <li>c. Referral pathway created for pregnant mothers screening positive for substance use by 6/30/2021.</li> </ol> </li> <li>2. Improving infant health outcomes by:               <ol style="list-style-type: none"> <li>a. Continue multi-stakeholder collaborative including Region 4 Perinatal Alliance and Mecosta-Osceola Great Start annually through 6/30/2021.</li> <li>b. Establish baseline metric for current referral rates to MIHP by 6/30/2019.</li> <li>c. Increase percentage of qualified referrals to MIHP by 6/30/2021.</li> </ol> </li> <li>3. Reduce preventable deaths through:               <ol style="list-style-type: none"> <li>a. Assess current education programs and identify gaps by 6/30/2019.</li> <li>b. Develop multiple methods of education regarding safe sleep 6/30/2020.</li> <li>c. Engage community partners to assist in dissemination of education by 6/30/2021.</li> </ol> </li> </ol>

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		<p style="text-align: center;">b. Car Seat Safety: Develop community awareness by providing car seat technician training and community car seat clinics.</p>	<p style="text-align: center;">b. Offer local car seat technician training by 6/30/2019. Provide community car seat clinics by 6/30/2020.</p>

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

For the period of July 2018-June 2021

<b>Advanced directive</b>	A legal document (as a living will) signed by a competent person to provide guidance for medical and health-care decisions (such as the termination of life support or organ donation) in the event the person becomes unable to make such decisions.
<b>Advanced Practice Provider (APP)</b>	Mid-level practitioners who are health care providers who have received different training and have a more restricted scope of practice than physicians and other health professionals in some states, but who do have a formal certificate and accreditation through the licensing bodies in their jurisdictions. Examples include, but may not be limited to, Nurse Practitioners, Physician Assistants, and Nurse-Midwives. A Nurse Practitioner is a registered nurse who has acquired the knowledge base, decision-making skills, and clinical competencies for expanded practice beyond that of an RN, the characteristics of which would be determined by the context in which he or she is credentialed to practice. Physician Assistants are concerned with preventing and treating human illness and injury by providing a broad range of health care services under the supervision of physician or surgeon. They conduct physical exams, diagnose and treat illnesses, order and interpret tests, develop treatment plans, perform procedures, prescribe medications, counsel on preventive health care and may assist in surgery. Nurse-Midwives are advanced practice registered nurses who provide counseling and care during pre-conception, pregnancy, childbirth and the postpartum period.
<b>Bariatrics</b>	The branch of medicine that deals with the causes, prevention, and treatment of obesity.
<b>Behavioral Health</b>	Covers the full range of mental and emotional wellbeing- for the basics of how we cope with the challenges of day-to-day life, to the treatment of mental illnesses, such as depression or personality disorders, as well as substance abuse and other addictive behaviors.
<b>Blue Envelope</b>	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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<b>Cardiovascular and Thoracic (CVT)</b>	A field of medicine focused on the heart, lungs, esophagus, and other organs in the chest. This includes specialists such as cardiothoracic surgeons, cardiovascular surgeons, general thoracic surgeons, and congenital heart surgeons.
<b>Chaplaincy Program</b>	A member of the clergy trained to listen to the patient's story, 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.
<b>Chronic disease</b>	A persistent or recurring disease that affects a person for at least three months.
<b>Colon cancer screenings</b>	Tests to detect polyps and early cancers in the intestines. This type of screening can find problems that can be treated before cancer develops or spreads. Regular screenings may reduce the risk of pain and death caused by colorectal cancer.
<b>Convenient Care</b>	Clinics that are a category of walk-in clinics that treat uncomplicated minor illnesses and provide preventative healthcare services.
<b>Emergency Department (ED)</b>	The department of a hospital responsible for the provision of medical and surgical care to patients arriving at the hospital in need of immediate care.
<b>Federally Qualified Health Center (FQHC)</b>	Federally qualified health centers (FQHCs) include all organizations receiving grants under Section 330 of the Public Health Service Act (PHS). FQHCs qualify for enhanced reimbursement from Medicare and Medicaid, as well as other benefits. FQHCs must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program, and have a governing board of directors.
<b>FitKids360</b>	FitKids360 is a healthy lifestyle program for overweight children and their families.
<b>Full Time Equivalent (FTE)</b>	A unit that indicates the workload of an employed person (or student) in a way that makes workloads or class loads comparable across various contexts. An FTE of 1.0 is equivalent to a full-time worker while an FTE of 0.5 signals half of a full work.
<b>HBA1C</b>	The A1c test (also known as HbA1c, glycated hemoglobin or glycosylated hemoglobin) is a blood test that

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For the period of July 2018-June 2021

	correlates with a person’s average blood glucose level over a span of a 90 days.
<b>Institute for Healthcare Improvement (IHI)</b>	IHI is a nonprofit organization focused on motivating and building the will for change, partnering with patients and health care professionals to test new models of care, and ensuring the broadest adoption of best practices and effective innovations.
<b>Integrating behavioral health collaborative care programs</b>	The systematic coordination of general and behavioral healthcare. Integrating mental health, substance abuse, and primary care services produces the best outcomes and proves the most effective approach to caring for people with multiple healthcare needs.
<b>Low birth weight (LBW)</b>	Low birth weight (LBW) is defined as a birth weight of a live born infant of less than 2,500 g (5 pounds 8 ounces) regardless of gestational age.
<b>Mammogram</b>	The process of using low-energy X-rays to examine the human breast, which is used as a diagnostic and screening tool. The goal of mammography is the early detection of breast cancer, typically through detection of characteristic masses and/or microcalcifications.
<b>Marketplace</b>	Also known as the Health Insurance Exchange — is the place where people without health care insurance can find information about health insurance options and also purchase health care insurance.
<b>Maternal Infant Health Program</b>	Programs to improve women’s health before, during, and after pregnancy to reduce both short- and long-term problems.
<b>Medicaid</b>	A United States federal health care program for families and individuals with low income and limited resources.
<b>Medicare</b>	A United States federal system of health insurance for people over 65 years of age and for certain younger people with disabilities.
<b>Mental Health</b>	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.

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<b>Metrics</b>	A standard for measuring or evaluating something, especially one that uses figures or statistics
<b>Mothers Offering Mothers Support (MOMS)</b>	A Spectrum Health Healthier Communities program that serves Medicaid beneficiaries who are pregnant and their newborns who are most likely to experience serious health problems due to psychosocial, socio-economic and/or nutritional risk factors.
<b>Next third available appointment</b>	A measurement of the patient's ability to seek and receive care with the provider of their choice, at the time they choose, regardless of the reason for their visit. Counting the third next available appointment is the healthcare industry's standard measure of access to care and indicates how long a patient waits to be seen.
<b>Obstetrics/Gynecology (OB/GYN)</b>	An obstetrician/gynecologist is a physician specialist who provides medical and surgical care to women and has particular expertise in pregnancy, childbirth, and disorders of the reproductive system.
<b>Oncology Distress Screening</b>	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.
<b>PAP Smear</b>	A screening test for cervical cancer. Cells scraped from the opening of the cervix are examined under a microscope. The cervix is the lower part of the uterus (womb) that opens at the top of the vagina.
<b>Primary Care</b>	The day-to-day health care given by a health care provider. Typically this provider acts as the first contact and principal point of continuing care for patients within a health care system, and coordinates other specialist care that the patient may need.
<b>Primary Care Emergency Department (ED) Sensitivity</b>	Patients using the hospital emergency departments for non-urgent care and for conditions that could have been treated in a primary care setting.
<b>Psychiatry Behavioral Medicine Integrated (PBM+)</b>	Embedding behavioral health services into a care setting that includes universal screening for depression, anxiety, and substance abuse. It enables triage to appropriate behavioral health resources based on risk. This will allow for improved health outcomes and the identification and treatment of conditions that were previously unknown (that impact overall health).
<b>Question. Persuade. Refer (QRP)</b>	A training program to reduce suicidal behaviors and save lives by providing innovative, practical and proven

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	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.
<b>Readmission</b>	A subsequent admission to the hospital that occurs within 30 days of a previous admission's discharge.
<b>Referral</b>	An act of referring someone or something for consultation, review, or further action.
<b>Sliding fee scale</b>	Variable pricing for products, services, or taxes based on a customer's ability to pay.
<b>Smoking cessation</b>	Discontinuation of the habit of smoking, the inhaling and exhaling of tobacco smoke.
<b>Telehealth or Telemedicine</b>	The use of medical information exchanged from one site to another via electronic communications to improve a patient's clinical health status. Telemedicine includes a growing variety of applications and services using two-way video, email, smart phones, wireless tools and other forms of telecommunications technology.
<b>Trimester</b>	A period of three months, especially as a division of the duration of pregnancy.
<b>Triple Aim</b>	The pursuit of improving the experience of care, improving the health of populations, and reducing per capita costs of health care.
<b>Very low birthweight (VLBW)</b>	A birth weight of a live born infant of less than 1,500 g (3 pounds 5 ounces) regardless of gestational age.