

Spectrum Health
United and Kelsey Hospitals
Community Health Needs Assessment

2023-2025 Implementation Strategy



Contents

Executive Summary	3
Introduction	4
Mission	4
Description of Hospital	4
Diversity, Equity and Inclusion	4
Internal Revenue Service Requirements	4
About This Plan	5
Selection of Significant Needs	5
Needs Addressed in Implementation Strategies	5
Needs Not Addressed in Implementation Strategies	5
Process for Developing the Implementation Strategy	5
Significant Health Needs Addressed	6
Financial Security/Economic Stability	6
About the Significant Need	6
Goal	6
Addressing the Need	6
Healthy Lifestyles	7
About the Significant Need	7
Goal	7
Addressing the Need	7
Mental Health	11
About the Significant Need	11
Goal	12
Addressing the Need	12
Significant Health Needs Not Addressed	14
Transportation	14
Justification for Decision	15
Community Resources	15
Substance Use Disorder	15
Justification for Decision	15
Community Resources	15
Appendix: Abbreviated Tables	16

Executive Summary

In November 2022, Spectrum Health United and Kelsey hospitals adopted the Community Health Needs Assessment that identified the top community health needs in Montcalm County. The present report provides details on strategies Spectrum Health United and Kelsey hospitals 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 financial security/economic stability, healthy lifestyles, mental health, substance use disorder and transportation. Through stakeholder input, it was decided to address three of these needs in the present implementation strategy: financial security/economic stability, healthy lifestyles and mental health. The process of identifying or developing strategies to address these needs was a collaborative effort between Spectrum Health United and Kelsey leaders, subject matter experts, and Spectrum Health United and Kelsey community board members.

Spectrum Health United and Kelsey hospitals will dedicate significant resources toward improving the health of our community with 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://www.aha.org/123forequity), and is embracing its role as an Anchor Institution, which is explained at this link: [healthcareanchor.network](https://www.healthcareanchor.network).

Internal Revenue Service Requirements

The Patient Protection and Affordable Care Act of 2010 set forth additional requirements that hospitals must meet 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 United and Kelsey 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 United and Kelsey hospitals Community Health Needs Assessment process were:

- Financial Security/Economic Stability
- Healthy Lifestyles
- Mental Health
- Substance Use Disorder
- Transportation




These significant health needs were prioritized using a community-engaged approach in the community health needs assessment process. Page 141 of the 2021-2022 Spectrum Health United and Kelsey 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:

- Financial Security/Economic Stability
- Healthy Lifestyle
- Mental Health

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
Financial Security/ Economic Stability	
Healthy Lifestyle	
Mental Health	

Needs Not Addressed in Implementation Strategies

The following health needs identified in the 2021-2022 Spectrum Health United and Kelsey hospitals Community Health Needs Assessment were not addressed in this plan:

- Transportation
- Substance Use Disorder

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

Process for Developing the Implementation Strategy

An Implementation Strategy Workgroup was established for Spectrum Health United and Kelsey hospitals. This workgroup was made up of community board members and hospital leadership. In December 2021, the workgroup met to identify which of the five 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 United and Kelsey hospitals’ Implementation Strategy Workgroup discussed each of the areas and recommended financial security/economic stability, healthy lifestyle and mental health as the significant health needs to be addressed in the 2023-2025 Community Health Needs Assessment Implementation Strategy. This recommendation was brought to the Spectrum Health United and KelseyHospital Community Board in January 2022 for a final recommendation of significant health needs to be addressed in the 2023-2025 Spectrum Health United and Kelsey hospital’s Implementation Strategy.

The Spectrum Health United and Kelsey 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 hospital.

Spectrum Health United and Kelsey Hospitals' Implementation Strategy Workgroup

- Jonathan Ashford, Chief Operating Officer Spectrum Health United and Kelsey hospitals
- Beth Jabin, Director Regional Community Programs Spectrum Health Healthier Communities
- Terri Legg, Executive Director United Way Montcalm – Ionia Counties Spectrum Health United and Kelsey hospitals Community Board Member
- Andrea Leslie, Regional Market Leader, President Northeast Region Spectrum Health
- Scott Lombard, Manger Community Health Northeast Region Spectrum Health
- Linda Van Houten, Superintendent Greenville Public Schools Spectrum Health United and Kelsey Community Board Member
- Tammy Warner, Executive Director Montcalm Care Network Spectrum Health United and Kelsey Community Board Member

Significant Health Needs Addressed

Financial Security/Economic Stability

About the Significant Need

Financial security, or economic stability, is one of the most impactful aspects to leading a healthy life. According to the International Committee of the Red Cross, financial security is defined as “the ability of individuals, households or communities to cover their essential needs sustainably and with dignity.” Of course, financial security is just one factor in a long list of variables that influence health on a personal level. However, financial security (or lack of) is strongly correlated to increased morbidity and mortality. Unfortunately, poor health and poverty can be locked into an endless cycle. If this cycle is not broken, poor health may cause individuals to miss work, which may cause a loss of the income that is so necessary to access quality health care.

Children who grow up in poverty can experience significant effects on their health and wellness long into adulthood. The percentage of children under the

age of 18 who live below the poverty line in Montcalm County is roughly equal to the state average—nearly 20%. Generally, higher levels of income are correlated with increased physical and mental health. In 2019, the median household income in Montcalm County was nearly \$8,000 per year less than the state average—however, the median income is increasing yearly.

Similarly, poverty status, unemployment and health are closely correlated with each other. The COVID-19 pandemic increased unemployment rates across the state, but the unemployment rate for Montcalm County (5.6% in 2021) has remained similar to the state average (5.9% in 2021) over the past few years. People experiencing unemployment tend to have more yearly illnesses, lack health insurance and access to health care, and have an increased risk of death. Having a good-paying job and stable income also affects a person’s neighborhood, quality of education and childcare, and access to quality food.

Goal

Increase financial security and economic stability for individuals with low income who are seeking medical care and do not have health insurance.

Addressing the Need

Community Coalition, Assessment and Action Planning

Background

Providers, key informants, key stakeholders and community residents identified economic security as a significant need, as 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 United and Kelsey hospital’s Implementation Strategy identified lack of health insurance as a major driver of financial insecurity in Montcalm County. Since this is a broad and complex issue, the group decided that the best course of action would be to form a community coalition comprising of Spectrum Health United and Kelsey hospital Community Health staff, human service agencies and the Montcalm Human Services Coalition. This community coalition will be

tasked with delving more deeply into the specific barriers experienced by individuals in Montcalm County who do not have health insurance and with developing a detailed and comprehensive action plan for reducing the number of uninsured in the county.

The coalition will pursue consulting with an organization of higher education to develop assessment tools for gaining a better understanding of specific barriers experienced by individuals who do not have health insurance. The Montcalm Human Services Coalition will be asked to assist with dissemination of the survey, and an organization of higher education will be asked to aggregate the results and produce the final report.

This final report documenting the results of the assessment will be presented to the Spectrum Health United and Kelsey hospital Community Board by Dec. 31, 2023. Based on the findings, the community coalition will create and implement a comprehensive plan for decreasing the number of uninsured in Montcalm County.

Objectives

- By Dec. 31, 2023, a community coalition will be established to assess and create a report documenting the specific barriers experienced by individuals in Montcalm County who do not have health insurance.
- By Dec. 31, 2024, an action plan for reducing the number of individuals in Montcalm County who do not have health insurance will be presented to the Spectrum Health United and Kelsey hospital Community Board along with at least two completed initiatives from the action plan.
- By Dec. 31, 2025, at least four initiatives from the action plan will be completed.

Collaborations

Key collaborators in this work will be pursued and will include a coalition of key contributors from human service agencies in Montcalm County. Agencies such as Michigan Works, Montcalm Community College, Montcalm Care Network, United Way Montcalm – Ionia Counties and Montcalm Human Services Coalition will be instrumental.

Resources

The Spectrum Health United and Kelsey hospitals' Community Health Department will dedicate a 0.2 full-time-equivalent staff member to support this work.

Strategy-Specific Diversity, Equity and Inclusion

Information regarding specific barriers to accessing health insurance will be gathered from affected individuals via face-to-face conversations and paper surveys. Based on this information, the Spectrum Health United and Kelsey hospitals Community Health Department and collaborating Montcalm County human service agencies will work with agencies serving individuals who do not have health insurance to create an action plan to address the need.

Healthy Lifestyles

About the Significant Need

Healthy lifestyles, while a broad term, can be summarized as participating in a physical activity, eating a healthy diet, refraining from alcohol and tobacco use, and maintaining a healthy body weight. Although this list of activities may seem obvious, many people struggle to maintain a healthy lifestyle. Community residents surveyed cited healthy lifestyles and access to healthy and nutritious food as the top factors that help make up a healthy community. The same residents identified barriers to living a healthy lifestyle, which included high costs, lack of time and lack of energy.

Obesity is one of the many health risks that can be influenced by whether an individual is living a healthy life. In Montcalm County, over 40% of adults are obese, which is defined as having a body mass index (BMI) over 30. In fact, the prevalence of obesity in Montcalm County (42%) is significantly higher than the Michigan average (34%). Obesity is associated with coronary heart disease, high blood pressure, high cholesterol, stroke, low quality of life and mental illness. Older adults and adults with less education are more likely to experience obesity, while income has not shown to be correlated with obesity incidence in Montcalm County.

One of the causes of obesity is a lack of physical activity. Being physically active is a main pillar of leading a healthy lifestyle. Lack of physical activity is associated with high blood pressure, heart disease, diabetes and even premature death. In 2019, nearly 30% of adults in Montcalm County reported no leisure-time physical activity, which is 4 percentage points higher than the

state average. Age, education level and income are all important variables when determining at-risk groups. Adults over the age of 55 are twice as likely to report no leisure-time physical activity than younger adults. Adults who have not completed high school tend to be twice as likely to be inactive as adults with more education. Lastly, those who have an income less than \$50,000 are twice as likely to report inactivity as adults who make more money. Generally, Montcalm County residents are not as healthy as the Michigan average. In 2019, 23.4% of surveyed Montcalm County residents reported having fair or poor general health, compared to 18.3% of overall Michigan residents. However, life expectancy in Montcalm County is 77.3 years, which is very similar to the Michigan figure.

Goal

Increase access to fruits and vegetables; provide education along with environmental and policy supports, encouraging individuals to make healthy nutrition choices and be physically active.

Addressing the Need

Prescription for Health

Background

The Prescription for Health program was started to help people who may experience food insecurity and have prediabetes, diabetes, high cholesterol, high blood pressure, and/or are overweight to eat more fruits and vegetables. Through this evidence-based program, qualifying patients are provided with “prescriptions” for fresh fruits and vegetables to be redeemed at the local farmers market and participating grocery stores. The program also aimed to strengthen the connections between health care providers and local food producers.

The program began in 2020. Due to COVID-19 restrictions, participation in the program was limited. Program partners identify community members who are underserved. Underserved community members are categorized as individuals of lower socioeconomic status, who are overweight, and who can benefit from nutrition education. Identified community members are offered vouchers and nutrition education.

In 2020, individuals were eligible to receive 10 vouchers,

each worth \$1, for a total of \$10 per person. Vouchers can only be used to buy fresh produce and frozen or canned fruits and vegetables. Market vendors who sell Michigan-grown fruits and vegetables are eligible to accept vouchers. Vendors turn in the vouchers they collect to the Market Master for reimbursement.

In the first quarter of 2023, representatives from human service agencies, participating farmers markets and grocery stores will receive a program overview and training. Participants will access fruits and vegetables from the farmers markets from June through October and from grocery stores year-round.

Spectrum Health United and Kelsey hospitals’ Community Health personnel will be responsible for providing primary care providers and/or their staff with the training, materials and ongoing technical support to implement Prescription for Health. The same Community Health staff will also work with the key partners, including the Spectrum Health Maternal Infant Program and Spectrum Health Core Health Program. Additionally, the Market Master for the local farmers market, key human service agencies and participating grocery stores will coordinate the process for participants to redeem vouchers.



Objectives

- By Dec. 31, 2023, the number of vouchers redeemed annually at farmers markets and participating grocery stores in Montcalm County by participants in the Prescription for Health program will increase from 180 (2021 calendar year baseline) to a minimum of 280.
- By Dec. 31, 2025, the number of vouchers redeemed annually at farmers markets and participating grocery stores in Montcalm County by participants in the Prescription for Health program will increase from 180 (2021 calendar year baseline) to a minimum of 500.

Collaborations

Key collaborators in this work will be pursued and will include Montcalm Care Network, Montcalm Commission on Aging, Montcalm County Veteran Services and key human service agencies.

Resources

The Spectrum Health United and Kelsey hospitals Community Health Department will provide a 0.1 full-time-equivalent staff member to assist with the administration of Prescription for Health.

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. Access to healthy foods is limited by a lack of knowledge of the benefits of eating healthy, lack of adequate transportation and economic insecurity. Program partners will identify community members of lower socioeconomic status who are overweight and can benefit from nutrition education.

Nutrition Labeling in Food Pantries

Background

People with low income often lack access to healthy food, which has led to growing socioeconomic disparities in diet quality. These individuals frequently depend on the charitable food system, which may leave them at substantial risk of poor nutrition and diet-related chronic disease, including obesity, diabetes, hypertension and heart disease. Because the charitable food system is an important contributor to the food environment of people experiencing food insecurity, many organizations within this system have prioritized sourcing and supplying more nutritious foods. This work is particularly important because many items moving through the charitable food system are shelf-stable, highly processed foods that tend to be high in saturated fat, sodium and added sugars. Recent efforts to promote healthy choices in food banks and food pantries include expanded nutrition education, nutrition labeling, and increasing food pantry capacity to store and display healthier food items.

As a first step in ensuring that individuals utilizing food pantries in Montcalm County can access nutritious

foods, Spectrum Health United and Kelsey hospitals' nutrition educators will assist food pantry staff in Montcalm County in implementing nutrition labeling. The labels will follow the evidence-based Nutrition Guidelines for the Charitable Food System that were published in March 2020 by the Robert Wood Johnson Foundation.

Beginning in 2023, the program will provide direct education for individuals living in households that utilize food pantries. There are a total of 19 organizations in Montcalm County that provide varying degrees of food assistance.



Objectives

- By Dec. 31, 2023, the Spectrum Health United and Kelsey hospitals Community Health Department, in collaboration with United Way Montcalm – Ionia Counties, will identify and prioritize food pantries in Montcalm County willing to participate in nutrition labeling.
- By Dec. 31, 2025, the number of food pantries in Montcalm County using Nutrition Labeling Guidelines for the Charitable Food System to label food items will increase from zero (2021 calendar year baseline) to a minimum of six.

Collaborations

Key collaborators in this work will be pursued and will include United Way Montcalm – Ionia Counties, Settlement Lutheran Church Pantry, Bread of Life Pantry, EightCAP Inc., food distribution sites, Hands of Jesus, Helping Hands, Lakeview Ministerial Association/ Lakeview Community Church, Central Montcalm Community Church, Sheridan Assembly of God, Hope's Pantry and VFW Ladies' Auxiliary Post 5065.

Resources

Spectrum Health United and Kelsey hospitals' Community Health Department will provide a 0.2 full-time-equivalent staff member to partner with United Way Montcalm – Ionia Counties and food pantries. Spectrum Health will also cover the expense of mileage for this staff member to travel to food pantries in Montcalm County and will provide education and communication materials.

Strategy-Specific Diversity, Equity and Inclusion

Community members who are food insecure are disproportionately affected by poor health outcomes. Poor health outcomes are exacerbated by inadequate access to healthy foods and lack of knowledge of the benefits of eating healthier. As a result, community members of lower socioeconomic status are at higher risk of obesity, diabetes and heart disease. Efforts to address gaps in diversity, equity and inclusion include providing technical assistance to participating county food pantries by labeling healthier food choices, healthier recipes and nutrition education.

Creating Healthy Hospital Environments

Background

Taking into consideration the growing burden of preventable chronic diseases, such as obesity, heart disease and diabetes, hospital leadership and champions can promote the health of employees, patients and communities by considering policies and practices that ensure that the healthier choice is the easier choice. The Centers for Disease Control and Prevention developed the Creating Healthy Hospital Environments toolkit, which is designed to provide guidance to hospital nutritionists, human resource professionals and others to promote and support healthy food, beverage and physical activity options in hospitals.

The first step in implementing this evidence-based approach at Spectrum Health United and Kelsey hospitals will be to complete a comprehensive assessment of current state food, beverage and physical activity options. Based on the results of the assessment, recommendations for improvement will be presented to the Spectrum Health United and Kelsey hospital Community Board. These recommendations will include increasing access to nutritious foods and places for

physical activity, providing reduced pricing for healthy options, and implementing point-of-decision prompts.

Access Rationale: Strategically increasing access to healthier choices may make it easier for individuals to select healthier foods and beverages and engage in physical activity.

Examples: Increase the selection of healthier items, such as healthier snacks and meals and fruits and vegetables, in your cafeteria to make those options as accessible and prominent as possible. Similarly, offer a variety of options, such as trail walking groups and fitness classes, to make physical activity an easier choice.

Price Rationale: Selling healthier food and beverage items at a similar or lower price than less healthy options can provide an effective incentive for healthy eating. Similar reasoning may apply to offering low-cost or free physical activity options.

Examples: Provide healthier meals or snacks in the cafeteria at lower prices than less healthy options. Provide on-site fitness opportunities or partially subsidize off-site club membership for employees.

Promotion, Point-of-Decision, Point-of-Purchase and Placement Rationale: Supplying consumers with nutritional information about healthier options at the point of decision can influence decisions. Providing healthier options at the point of purchase may also make consumers more likely to choose those options. The way healthier choices are promoted and placed may play a significant role in individual decisions.

Examples: Provide calorie labeling on all food and beverage items where they can be understood and easily seen at the points of decision and purchase. At the point of purchase, make healthier options, such as snacks, more visible and easily available. Place healthier items, such as water, at eye level. Similarly, place signs for stairwells and walking trails in positions that can influence the decision to use those options.

Spectrum Health United and Kelsey hospitals' Community Health personnel, in partnership with Spectrum Health United and Kelsey Nutrition Services and an organization of higher education—which will be named in the future—will be responsible for completion of the Centers for Disease Control and Prevention's Creating Healthy Hospital Environments Assessment. They will also be responsible for delivery of the final

report for assessment and for making recommendations to the Spectrum Health United and Kelsey hospital Community Board for environmental changes at Spectrum Health United and Kelsey hospitals that would encourage and support staff, patients and visitors to choose nutritious foods and be physically active.

Objectives

- By Dec. 31, 2023, the Centers for Disease Control and Prevention’s Creating Healthy Hospital Environments Assessment will be completed for Spectrum Health United and Kelsey hospitals.
- By Dec. 31, 2023, a written summary of findings from the Centers for Disease Control and Prevention’s Creating Healthy Hospital Environments Assessment for Spectrum Health United and Kelsey hospitals will be presented to the Spectrum Health United and Kelsey hospital Community Board.
- By Dec. 31, 2024, utilizing the Centers for Disease Control and Prevention’s Creating Healthy Hospital Environments toolkit, written recommendations regarding changes to the hospital environment that would support individuals in making healthy nutrition choices and being physically active within the hospital environment will be presented to the Spectrum Health United and Kelsey hospital Community Board.
- By Dec. 31, 2025, a minimum of two recommendations from the Centers for Disease Control and Prevention’s Creating Healthy Hospital Environments Assessment will be implemented.

Collaborations

Key collaborators in this work will be pursued and will include Grand Valley State University.

Resources

The Spectrum Health United and Kelsey hospitals Community Health Department will contribute a 0.2 FTE full-time-equivalent staff member to provide oversight and coordination of student intern activities.

Strategy-Specific Diversity, Equity and Inclusion

Taking into consideration the growing burden of preventable chronic diseases, such as obesity, heart disease and diabetes, hospital leadership and champions can promote the health of employees, patients and communities by considering policies and practices that ensure that the healthier choice is the easier choice. Hospital environments are unique in rural communities because often they are the largest

employer and interact with a sizable socioeconomically diverse population. This provides the opportunity to influence those community members who are disproportionately at a higher risk for poor health comes.

Mental Health

About the Significant Need

The Centers for Disease Control and Prevention defines mental health as “our emotional, psychological, and social well-being” and says, “It affects how we think, feel, and act. It also helps determine how we handle stress, relate to others, and make healthy choices.” The CDC also makes the distinction that mental health status and mental illness are not the same. Poor mental health can be experienced by anyone, regardless of diagnosis, and is considered shorter term in nature. Mental illness tends to be a longer-term experience and is often diagnosed by a health professional.

Having access to mental health providers allows people to seek treatment for conditions that are severe enough to be detrimental to their health. In addition to barriers arising from limitations in health care coverage and the location of services, a major barrier to receiving quality mental health care is the number of providers available to provide services. Because prescription medication can be an important means of treating many mental health issues, there is a need for mental and behavioral health providers who can prescribe medication. In Montcalm County in 2020, the ratio of residents per mental health providers was 477 to 1, compared to a ratio of 355 to 1 throughout the state. Encouragingly, this rate has continued to decrease over the years.

In addition to access to providers, mental health can be profoundly affected by experiences such as bullying, chronic disease, childhood trauma and violence. Generally, younger adults and adults with less education tend to report more poor mental health days. Income is also correlated, with those making less money being more likely to report more poor mental health days. The percentage of adults who reported frequent mental distress was twice as high in 18- to 34-year-olds compared to those 55 and older. Encouragingly, these rates are decreasing, but to make a measurable impact, more attention and resources will be required.

Goal

Increase the capacity of primary care providers, youth and adults in the community to respond to individuals experiencing a mental health crisis, and reduce the stigma associated with seeking mental health services.

Addressing the Need

Stigma Reduction

Background

The stigma surrounding mental 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 mental health conditions. This strategy will focus on educating both the youth and adult population in Montcalm County through social media and print media to decrease stigma surrounding mental health and treatment.

The Spectrum Health United/Kelsey Community Education team will work with Spectrum Health Marketing and Communications to convene a group of qualified community partners to develop a stigma reduction campaign. This group will include Spectrum Health Behavioral Health Organization, area employers, area schools, and key human service agencies. This campaign will be aimed at reducing the stigma around mental health and seeking treatment and will support the messaging that is conveyed with trainings such as Blue Envelope in Schools, Question, Persuade, and Refer and Mental Health First Aid which are offered in the community.

Objectives

- By June 20, 2023, Spectrum Health United and Kelsey 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 Montcalm Care Network, Montcalm Community College, area employers and area schools.

Resources

The Spectrum Health United and Kelsey hospitals Community Health Department will dedicate a 0.1 full-time-equivalent staff member to support this work.

Strategy-Specific Diversity, Equity and Inclusion

Mental illness does not discriminate; it can affect anyone regardless of your age, gender, geography, income, social status, race/ethnicity, religion/spirituality, sexual orientation, background, or other aspect of cultural identity. The impact of mental illness is solidified by individuals having 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, breaking down the need for community members to travel long distances to attend training.

Question, Persuade, Refer Suicide Prevention Training

Background

Question, Persuade, Refer is an evidence-based suicide prevention training course that focuses on training gatekeepers in the community. Gatekeepers can be anyone, including parents, friends, teachers, doctors, office supervisors, caseworkers, police officers and others who are positioned to recognize and refer someone at risk of suicide.

The training course takes approximately one hour and teaches participants how to recognize the warning signs of suicide and how to ask the direct suicide question. QPR is likened to CPR (cardiopulmonary resuscitation) in that both CPR and QPR are part of systems designed to increase the chance of survival in the event of a crisis. Just as people trained in CPR can save lives, people trained in QPR can do the same, by learning how to question someone about suicide, persuade them to get help, and refer them to the appropriate person for help.

The Spectrum Health United/Kelsey Community Health team will work with Spectrum Health Gerber Memorial, who will provide three trained QPR trainers who can hold gatekeeper training. Also, trainers can be deployed into a variety of settings to saturate the community with gatekeeper training. QPR has specific training courses targeted for school staff, youth, first responders and emergency personnel, and the general community.



Objectives

- By Dec. 31, 2025, Spectrum Health United and Kelsey hospitals will launch Question, Persuade, Refer suicide prevention training for the community at large, targeting at least two course offerings each year.
- By Dec. 31, 2025, participation in Question, Persuade, Refer training will increase from zero participants (calendar year 2021 baseline) to a minimum of 250 individuals.

Collaborations

Key collaborators in this work will be pursued and will include Spectrum Health Gerber Memorial Hospital, the school districts of Montcalm County and the Montcalm County Human Services Collaborative.

Resources

The Spectrum Health United and Kelsey hospitals Community Health Department will dedicate a 0.1 full-time-equivalent staff member to support this work.

Strategy-Specific Diversity, Equity and Inclusion

The Question, Persuade, Refer training courses will be made available to all community members through general modes of promotion. 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.

Psychiatry Consultation Services Available to Physicians

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 such as 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, the Spectrum Health United/Kelsey Community Health team will take responsibility for recruiting Spectrum Health Communications team members and developing a communication plan. The Spectrum Health United/Kelsey Community Health team will lead the development and implementation of a comprehensive communication plan for Spectrum Health primary care and OB-GYN providers in Montcalm County.

Objectives

- By Dec. 31, 2023, provide awareness to Spectrum Health family practice and OB-GYN providers of Spectrum Health's 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 Spectrum Health's Behavioral Health Services program at the newly opened Integrated Care Center at the Spectrum Health Lakeview location.
- By Dec. 31, 2024, increase the primary care provider referral of patients to the Behavioral Health Services program 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, offer at least three Spectrum Health behavioral health educational opportunities to Spectrum Health primary care and OB-GYN providers.

Collaborations

Key collaborators in this work include internal Spectrum Health departments.

Resources

The Spectrum Health United and Kelsey hospitals Community Health Department will dedicate a 0.1 full-time-equivalent staff 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 would increase overall behavioral health access.

Significant Health Needs Not Addressed

The following needs identified in the 2021 Community Health Needs Assessment are not addressed in this plan:

- Transportation
- Substance Use Disorder

Transportation

Justification for Decision

The 2021 Montcalm County Community Health Needs Assessment identified transportation as one of the community's significant needs. Hospital workgroup members felt that an organization with expertise in transportation that could function as a neutral convener in this multi-hospital system community would be better positioned to champion a comprehensive transportation initiative. The workgroup also concluded that political advocacy, which would be a significant component of any community wide transportation strategy, is beyond the scope and the resources of the community health service line. Because transportation is a critical component in accessing care in a rural community, Spectrum Health plans to engage and support transportation-related initiatives developed as part of the upcoming community health improvement plan.

Community Resources

- Department of Health and Human Services (offers medical transportation for Medicaid recipients)

- Belding Dial-A-Ride (provides one-way transportation; return trip not provided)
- Veterans Affairs
- Montcalm County Commission on Aging (rides to and from medical appointments for county residents over age 60 who are unable to drive)
- Greenville Transit
- Montcalm Care Network (for individuals receiving services)
- Lyft or Uber (spotty service at best)
- Michigan 2-1-1 (connects Michigan residents with human service agencies and resources)

Substance Use Disorder

Justification for Decision

While it is crucial to address substance use disorder in the community, in the 2021 Community Health Needs Assessment, the hospital workgroup expressed a higher level of concern for those community significant needs that were upstream of substance use disorder—namely, mental health, economic security and promotion of a healthy lifestyle. By addressing these issues, workgroup members felt they could indirectly affect substance use disorder by eliminating or reducing the need for maladaptive coping mechanisms like illicit drugs.

Additionally, Spectrum Health United and Kelsey hospitals did include substance use disorder in the 2020-2022 Community Health Needs Assessment Implementation Strategy. That document had objectives focused on increasing access to tobacco cessation classes for the general community, tobacco cessation education for pregnant women, supporting school-based anti-vaping initiatives, and embedding substance abuse peer educators in the emergency department to facilitate referrals to community-based substance misuse services. Given that these substance use disorder initiatives have been incorporated into other service lines within the hospital, the workgroup reasoned that the hospital could redeploy the community health resources without adversely affecting the improvements made in substance misuse treatment.

Community Resources

- Montcalm Alano Club (a nonprofit facility offering meeting space and various activities for recovery)
- Randy's House (sober living recovery residences providing peer support recovery coaching and groups)
- Wedgwood Christian Services (offers intensive outpatient and regular outpatient treatment)
- Project Assert Program (a collaboration between Spectrum Health and Wedgwood Christian Services to provide patients access to substance use screenings along with referral to resources)
- Montcalm Prevention Collaborative (reducing youth substance use throughout Montcalm County schools and the community at large)
- Greenville Clinic (provides treatment for people with substance use disorder challenges)

Appendix

Abbreviated Tables

Significant Need: Financial Security/Economic Stability				
Goal: Increase financial security and economic stability for individuals with low income who are seeking medical care and do not have health insurance.				
Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Individuals in Montcalm County who do not have health insurance	Community coalition, assessment and action planning	By Dec. 31, 2023, a community coalition will be established to assess and create a report documenting the specific barriers experienced by individuals in Montcalm County who do not have health insurance.	Community Coalition established to identify specific barriers experienced by individuals in Montcalm County who do not have health insurance and create an action plan to reduce or remove barriers	6
		By Dec. 31, 2024, an action plan for reducing the number of individuals in Montcalm County who do not have health insurance will be presented to Spectrum Health United and Kelsey hospital Community Board along with at least two completed initiatives from the action plan.	Assessment report and recommendations presented to Spectrum Health United and Kelsey hospital Community Board	6
		By Dec. 31, 2025, at least four initiatives from the action plan will be completed.	Number of initiatives for the action plan completed	6

Significant Need: Healthy Lifestyle

Goal: Increase access to fruits and vegetables; provide education along with environmental and policy supports encouraging individuals to make healthy nutrition choices and be physically active.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Underserved community members and the general population in Montcalm County	Prescription for Health	By Dec. 31, 2023, the number of vouchers redeemed annually at farmers markets and participating grocery stores in Montcalm County by participants in the Prescription for Health program will increase from 180 (2021 calendar year baseline) to a minimum of 280.	Number of Prescription for Health vouchers redeemed at farmers markets and grocery stores increased to a minimum of 280	7
		By Dec. 31, 2025, the number of vouchers redeemed annually at farmers markets and participating grocery stores in Montcalm County by participants in the Prescription for Health program will increase from 180 (2021 calendar year baseline) to a minimum of 500.	Number of Prescription for Health vouchers redeemed at farmers markets and grocery stores increased to a minimum of 500	7
Underserved community members in Montcalm County	Nutrition labeling in food pantries	By Dec. 31, 2023, the Spectrum Health United and Kelsey hospitals Community Health Department, in collaboration with United Way Montcalm – Ionia Counties, will identify and prioritize food pantries in Montcalm County willing to participate in nutrition labeling.	Food pantries in Montcalm County identified and prioritized for willingness to participate in nutrition labeling	7
		By Dec. 31, 2025, the number of food pantries in Montcalm County using Nutrition Labeling Guidelines for the Charitable Food System to label food items will increase from zero (2021 calendar year baseline) to a minimum of six.	Number of food pantries in Montcalm County implementing nutrition labeling using the Nutrition Guidelines for the Charitable Food System increased to a minimum of six	7

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
Employees, patients, visitors at Spectrum Health United and Kelsey hospitals	The Centers for Disease Control and Prevention's Creating Healthy Hospital Environments	By Dec. 31, 2023, the Centers for Disease Control and Prevention's Creating Healthy Hospital Environments Assessment will be completed for Spectrum Health United and Kelsey hospitals.	The Centers for Disease Control and Prevention's Creating Healthy Hospital Environments Assessment completed	10
		By Dec. 31, 2023, a written summary of findings from the Centers for Disease Control and Prevention Creating Healthy Hospital Environments for Spectrum Health United and Kelsey hospital assessment will be presented to the Spectrum Health United and Kelsey hospital Community Board.	Summary of findings from the Centers for Disease Control and Prevention's Creating Healthy Hospital Environments presented to the Spectrum Health United and Kelsey hospital Community Board	10
		By Dec. 31, 2024, utilizing the Centers for Disease Control and Prevention's Creating Healthy Hospital Environments toolkit, written recommendations regarding changes to the hospital environment that would support individuals in making healthy nutrition choices and being physically active within the hospital environment will be presented to the Spectrum Health United and Kelsey hospital Community Board.	Written recommendations for implementing policy and/or environmental changes to encourage individuals to choose nutritious foods and be physically active presented to the Spectrum Health United and Kelsey hospital Community Board	10
		By Dec. 31, 2025, a minimum of two recommendations from the Centers for Disease Control and Prevention's Creating Healthy Hospital Environments will be implemented.	At least two recommendations from the Centers for Disease Control and Prevention's Creating Healthy Hospital Environments implemented	10

Significant Need: Mental Health

Goal: Increase the capacity of physicians and adults in the community to respond to individuals experiencing a mental health crisis and reduce the stigma associated with seeking mental health services.

Target Population	Strategy	Objective	Measurable Impact	Reference Page for More Information
The community members of Montcalm County	Stigma reduction campaign	By June 20, 2023, Spectrum Health United and Kelsey hospitals will convene a community coalition to lead the stigma reduction campaign.	A community coalition to lead the Stigma Reduction Campaign convened	11
		By Dec. 31, 2023, the community coalition will identify stigma reduction content and delivery methods.	Stigma reduction content and delivery methods identified by the community coalition	11
		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	11
		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	11
The community members of Montcalm County	Question, Persuade, Refer training	By Dec. 31, 2025, Spectrum Health United and Kelsey hospitals will launch Question, Persuade, Refer suicide prevention training for the community at large, targeting at least two course offerings each year.	Number of times that the Question, Persuade, Refer suicide prevention training offered	13
		By Dec. 31, 2025, participation in Question, Persuade, Refer training will increase from zero participants (calendar year 2021 baseline) to a minimum of 250 individuals.	Increased participation in Question, Persuade, Refer training to a minimum of 250 individuals	13

Primary care providers, including physicians, nurse practitioners, physician assistants and certified nurse midwives in pediatric, family medicine and OB-GYN practices serving residents of Montcalm County	Psychiatric consultation available to physicians	By Dec. 31, 2023, provide awareness to Spectrum Health family practice and OB-GYN providers of Spectrum Health Behavioral Health Services program.	Awareness of the Spectrum Health Behavioral Health Services program provided to family practice and OB-GYN providers	13
		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.	Referral process developed for the Spectrum Health OB-GYN practice, which increased referrals to 25	13
		By Dec. 31, 2023, assess the offering of Spectrum Health Behavioral Health Services at newly opened Integrated Care Center at Spectrum Health Lakeview location.	Offering of the Spectrum Health Behavioral Health Services assessed	13
		By Dec. 31, 2024, the primary care provider referral of patients into the Spectrum Health Behavioral Health Services program will increase from 50 (2021 calendar year baseline) to 100.	Referral of patients by primary care providers into the Spectrum Health Behavioral Health Services program increased to 100	13
		By March 31, 2025, complete an assessment to determine if additional Spectrum Health behavioral health resources are needed to increase program reach.	Assessment to determine if additional Spectrum Health behavioral health resources are needed to increase program reach completed	13
		By Dec. 31, 2025, at least three educational opportunities will be offered to Spectrum Health primary care and OB-GYN providers by Spectrum Health Behavioral Health Services.	At least three educational opportunities offered to Spectrum Health primary care and OB/GYN providers	13



**Spectrum
Health**

Spectrum Health complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex.
[81 FR 31465, May 16, 2016; 81 FR 46613, July 18, 2016]

ATENCIÓN: Si usted habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1.844.359.1607 (TTY: 711).

إذا كنت تتحدث اللغة العربية، فيمكنك الحصول على المساعدة اللغوية المتاحة مجاناً. اتصل على الرقم 1.844.359.1607 (TTY: 711).