

Spectrum Health  
Grand Rapids Hospitals  
**Community Health Needs Assessment**

2021 Implementation Strategy



**Spectrum  
Health**

# Introduction

## Mission

The mission of Spectrum Health is to improve health, inspire hope, and save lives. Spectrum Health is deeply committed to understanding the health needs of the communities we serve and collaborating to improve health for all residents, particularly those most in need. This implementation plan will:

- Describe our hospital's planned actions for developing and sustaining community health improvement programs that address the prioritized strategic issues from our 2020 Community Health Needs Assessment and the anticipated impact of these actions.
- Describe planned collaboration with other organizations in addressing these issues.

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



# Background and Objectives

## IRS Requirements

The Patient Protection and Affordable Care Act of 2010 set forth additional requirements that hospitals must meet in order 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 CHNA 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 persons 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 Grand Rapids Hospitals, produced a 2019 to 2020 Community Health Needs Assessment and this document, the 2021 Implementation Strategy.

## Significant Health Needs

The most significant health needs or issues in a community are often overarching areas that have several indicators that are also, individually, pressing or important issues. Research activity from the 2019 to 2020 Community Health Needs Assessment concluded the following significant health needs:

- Mental health
- Substance use
- Obesity/Poor nutrition
- Social determinants (i.e., access to care; housing; economic security; violence; child trauma)

## Significant Health Needs not Addressed

All the identified significant needs are not addressed in this plan.

The following social determinants are not addressed:

- Housing
- Economic security
- Violence
- Child trauma

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

## About this plan

### **SARS-Covid-19**

Spectrum Health will allocate appropriate resources to each of the indicated interventions (e.g., budget, personnel, in-kind support, etc.). The anticipated impact of the listed objectives and interventions is to provide direct or indirect services to address the indicated significant needs.

On January 9, 2020, the World Health Organization reported a pneumonia afflicting 54 individuals in Wuhan, China. The infections were traced to a new coronavirus, SARS-CoV-2, which quickly swept the globe in a deadly pandemic. A state of emergency was declared in Michigan on March 10th and by March 23rd all residents were ordered to stay home, and all non-essential businesses closed. At the time this report was developed, Michigan had almost 95,000 cases and 6,506 deaths. The pandemic caused by the SARS-Cov-2 virus has resulted in widespread disruption of daily life, particularly for the most vulnerable individuals and families in communities across West Michigan. Many people are out of work or working from home. Schools are providing either onsite learning, virtual learning, or a combination of the two. Countless individuals struggle to secure essentials such as food, housing, and prescription medications. While it is unwise to calculate the full impact of the pandemic at this time, it is safe to assume that the effects will be felt for years to come.

# Implementation Strategy 2021

## Significant Health Need: Mental Health

### Mental Health

We have unmet needs for mental health among residents of Kent County. We will address this need by increasing the accessibility of psychiatric services among Kent County residents who choose Spectrum Health service. This will be done by offering 24/7 inpatient psychiatric consultative services at Spectrum Health Grand Rapids.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By December 31, 2021 expand psychiatry consultative services for adult patients within Spectrum Health Grand Rapids through utilization of 24/7 inpatient consultative services.	By December 31, 2021 expand psychiatry consultative services for adult patients within Spectrum Health Grand Rapids through utilization of 24/7 inpatient consultative services.

### Mental Health

We have unmet needs for mental health among residents of Kent County. We will address this need through select behavioral health services available for those who may choose Spectrum Health Services.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By December 31, 2021 Spectrum Health will increase suicidal ideation screenings and adherence to prevention protocols in Spectrum Health ambulatory settings by 10%.	Increase suicidal ideation screening and adherence to prevention protocols in Spectrum Health ambulatory setting by 10% by December 31, 2021.

### Mental Health

We have unmet needs for mental health among residents of Kent County. We will address this need by reducing Emergency boarding times. This will be accomplished through utilization of an emergency deployment team.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By December 31, 2021 60% of patients admitted to the EmPATH Unit will be discharged home within 24 hours of admission.	Of patients admitted to the EmPATH Unit, 60% will be discharged home within 24 hours of admission by December 31, 2021.

### Mental Health

We have unmet needs in healthcare access among residents of Kent County. We will address this need by expanding the psychiatry behavioral model of embedded behavioral health.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By December 31, 2021, Spectrum Health Primary care will increase individuals screened for anxiety and depression, using the PHQ-4, by 10% utilizing the Integrated Behavioral Health model.	Increase individuals screened for anxiety and depression by 10% in Spectrum Health Primary Care offices by December 31, 2021.

# Significant Health Need: Mental Health

## Mental Health

We have unmet needs for mental health among residents of Kent County and violence directed toward Spectrum Health clinical staff. We will address this need by improving the management of patients with behavioral health issues among Kent County Residents who choose Spectrum Health Services. This will be done by providing training related to deescalation and the management of conflicts with patients with behavioral health issues to highly exposed staff at Spectrum Health Grand Rapids.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By December 31, 2021 reduce safety events/assaults to staff and safety patients at Helen DeVos Children's Hospital by 10% from 2020 baseline through utilization of deescalation training and management of patients with behavioral health issues.	Reduce safety events/assaults to staff and safety patients at Helen DeVos Children's Hospital by 10% from 2020 baseline by December 31, 2021.
	By December 31, 2021 reduce safety events/assaults to staff and safety patients at Butterworth and Blodgett Hospital by 5% from 2020 baseline through utilization of deescalation training and management of patients with behavioral health issues.	Reduce safety events/assaults to staff and safety patients at Butterworth and Blodgett Hospitals by 5% from 2020 baseline by December 31, 2021.
	By December 31, 2021 provide appropriate deescalation and/or conflict management education to 100% of direct care providers (i.e., Registered Nurses, Nurse Technicians, Physicians, Advanced Practice Providers) at Butterworth and Blodgett Emergency Departments.	De-escalation and/or conflict management education to 100% direct care providers (i.e., Registered Nurses, Nurse Technicians, Physicians, Advanced Practice Providers) at Butterworth and Blodgett Emergency Departments by December 31, 2021.

## Mental Health

We have unmet needs for mental health among residents of Kent County. We will address this need by increasing the capacity of mental and behavioral health services available to Kent County residents. This will be done by planning for a new mental/behavioral health crisis center in Kent County.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By July 31, 2021, in collaboration with community partners, Spectrum Health will participate in the identification of land for the new behavioral health crisis center and transition into the planning phase. Partners include Hope Network, Pine Rest, Arbor Circle, Forest View, Network 180, Mercy Health, Metro-University of Michigan, Health Net of West Michigan, Kent County Health Department.	Selection of a new mental/behavioral health crisis center by July 31, 2021.

# Implementation Strategy 2021

## Significant Health Need: Substance Use

### Substance Use

We have unmet needs in substance use disorder among residents of Kent County. We will address this need by educating residents of Kent County, offering drug take back events, increasing access to treatment, and increasing prescriptions for alternatives to opioids.

Population served	Action	Measurable impact
Residents of Kent County	By December 31, 2021 Spectrum Health to aid in opioid prevention by supporting the Kent County Opioid Taskforce in coordinating two in-person or virtual community sessions highlighting the dangers of recreational drug use by utilizing Health Educators, Kent County Opioid Task force, and Spectrum Health facilities.	Number of in-person or virtual community sessions by December 31, 2021.
	By December 31, 2021 Spectrum Health will support prescription drug disposal by coordinating two public drug take back events that align with the National Take Back days. Partners include the Drug Enforcement Administration, law enforcement resources and Spectrum Health staff time and facilities.	Two drug take back events in Kent County occurring before December 31, 2021.
	By December 31, 2021 Spectrum Health will increase access to Naloxone by co-prescribing naloxone to 100% of high-risk patients in Spectrum Health ambulatory spaces.	Proportion of high-risk patients co-prescribed naloxone in Spectrum Health ambulatory spaces by December 31, 2021.
	By December 31, 2021 Spectrum Health will increase the access to suboxone therapy by increasing the number of providers currently prescribing suboxone by 10%.	Increase the proportion of providers currently prescribing suboxone by 10% before December 31, 2021.
	By December 31, 2021 Spectrum Health will increase the access to suboxone therapy by training 20 providers each year to be credentialed to prescribe suboxone.	Train 20 providers to be credentialed to prescribe suboxone therapy by December 31, 2021.
	By December 31, 2021, the "Go team" will be activated and provide coaching and mentoring to requested Spectrum Health locations 90% of the time.	The "Go team" will provide coaching and mentoring to requested Spectrum Health locations 90% of the time by December 31, 2021.

## Significant Health Need: Substance Use

### Substance Use

We have unmet needs in substance use disorder among residents of Kent County. We will address this need by reducing the number of opioids prescribed by Spectrum Health providers. This will be done by implementing opioid prescribing guidelines for our providers.

Population served	Action	Measurable impact
Patients seen at Spectrum Health Hospitals in Kent County	By December 31, 2021 Spectrum Health Medical Group will implement opioid prescribing guidelines that are procedurally/conditionally based.	Implementation of opioid prescribing guidelines by December 31, 2021.
	By December 31, 2021, Spectrum Health Medical Group will monitor provider scorecards related to prescribing guidelines for opioids on a monthly basis and report findings/recommendations to the appropriate leadership.	Continuously monitor opioid prescribing provider scorecards by December 31, 2021.

### Substance Use

We have unmet needs in substance use disorder among residents of Kent County. We will address this need by reducing the number of Spectrum Health patients with substance use disorder who are not in treatment. This will be done by identifying patients, seen by our Obstetrics and Gynecology providers, who have substance use disorder and referring them to treatment.

Population served	Action	Measurable impact
Patients seen at Spectrum Health Hospitals in Kent County	By December 31, 2021 Spectrum Health Medical Group Obstetrics and Gynecology will utilize substance use disorders screening to screen 100% of pregnant patients for substance use disorders and refer them to treatment.	100% of Spectrum Health Medical Group Obstetrics and Gynecology pregnant patients screened for substance use disorder by December 31, 2021.
	By December 31, 2021, Spectrum Health will implement a substance use disorder screening in a minimum of 3 Spectrum Health primary care offices in Kent County.	100% of Spectrum Health Medical Group Obstetrics and Gynecology pregnancy patients with substance use disorder referred for treatment by December 31, 2021.
	By December 31, 2021, Spectrum Health will implement a substance use disorder screening in a minimum of 3 Spectrum Health primary care offices in Kent County.	Implement a substance use disorder screening in a minimum of 3 Spectrum Health Primary Care offices in Kent County by December 31, 2021.

# Implementation Strategy 2021

## Significant Health Need: Obesity/Poor Nutrition

### Obesity/ Poor nutrition

We have unmet needs for obesity among residents of Kent County. We will address this need by increasing the proficiency of new providers to accurately and confidently counsel their patients about nutrition. This will be done by offering internal medicine and pediatric residents of Spectrum Health an interactive culinary medicine elective as part of their training.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By June 30, 2021 the Culinary Medicine Program will provide ongoing culinary medicine education to internal medicine, pediatric, and family medicine residents.	Maintain culinary medicine education in three resident programs (i.e., internal medicine, pediatric, and family medicine) by June 30, 2021.

### Obesity/ Poor nutrition

We have unmet needs for obesity among residents of Kent County. We will address this need by increasing support services and tools offered to residents of Kent County who choose Spectrum Health Services. This will be done by expanding the offerings and access of the Lifestyle Medicine Specialty to more Kent County residents.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By December 31, 2021 develop a model for scaling the prescription for health app and therapeutics within the Spectrum Health system.	Successful development of a model for scaling the prescription for health app and therapeutics within the Spectrum Health system by December 31, 2021.
	By December 31, 2021 Lifestyle Medicine Specialty will engage 25 families in the Family Kitchen Rx culinary medicine program.	Number of families enrolled in the Lifestyle Medicine Kitchen Rx program before December 31, 2021.
	By December 31, 2021 Lifestyle Medicine Specialty will adapt the Family Kitchen Rx intervention for Spanish-speaking individuals.	Successful adaption of the Lifestyle Medicine Family Kitchen Rx for Spanish-speaking individuals by December 31, 2021.
	By December 31, 2021 Lifestyle Medicine Specialty will launch the complete health improvement program.	Launch of the Lifestyle Medicine complete health improvement program by December 31, 2021.

# Significant Health Need: Obesity/Poor Nutrition

## Obesity/ Poor nutrition

We have unmet needs for obesity among residents of Kent County. We will address this need through our partnerships with Kent County community-based programs and organizations. This will be done by directly supporting the obesity prevention/reduction activities of organizations serving Kent County residents.

Population served	Action	Measurable impact
Residents of Kent County	By December 31, 2021 Spectrum Health Healthier Communities will provide financial and in-kind support to Kent County community organizations, targeting children, and aiming to address obesity through all levels of prevention.	Provide financial and in-kind support to a minimum of one Kent County community organization targeting childhood obesity by December 31, 2021.
	By December 31, 2021 Spectrum Health Healthier Communities will provide financial and in-kind support to Kent County community organizations, targeting children, and aiming to address obesity through all levels of prevention.	Provide financial and in-kind support to a minimum of one Kent County community organization targeting childhood obesity by December 31, 2021.

# Implementation Strategy 2021

## Significant Health Need: Social Determinant of Health: Access to Care

### Social Determinate of Health: Access to care

We have unmet needs in healthcare access among residents of Kent County. We will address this need by assuring that patients with government-sponsored insurance have access to providers. This will be done by maintaining enough providers who have openings for patients with government-sponsored insurance.

Population served	Action	Measurable impact
All residents within Kent County and those who may choose Spectrum Health Services	By December 31, 2021 Spectrum Health will ensure that patients with government-sponsored insurance have access to providers by having a minimum of at least 20 primary care providers that are open to governmentally insured patients.	Maintain a minimum of at least 20 primary care providers that are open to governmentally insured patients by December 31, 2021.

### Social Determinate of Health: Access to care

We have unmet needs in healthcare access among residents of Kent County. We will address this need by assuring that women in Kent County are receiving appropriate and timely care. This will be done by increasing the number of high-risk women receiving adequate prenatal care and increasing the number of women enrolled in the maternal infant health program.

Population served	Action	Measurable impact
Maternal Infant Health Program eligible women in Kent County	By December 31, 2021 Spectrum Health will assure pregnant women in Kent County are receiving appropriate and timely care by increasing the percentage of Maternal Infant Health Program-eligible women who enroll in the first trimester into Spectrum Health Maternal Infant Health Program by 3%.	Three or more percent of eligible pregnant women who enrolled in the program in the first trimester of their pregnancy before December 31, 2021.
	By December 31, 2021 Spectrum Health will assure women in Kent County are receiving appropriate and timely care by increasing the percentage of Maternal Infant Health Program-eligible women who enroll into Spectrum Health Maternal Infant Health Program by 2%.	Two or more percent of eligible women enroll in the program before December 31, 2021.

# Significant Health Need: Social Determinant of Health: Access to Care

## Social Determinate of Health: Access to care

We have unmet needs in healthcare access among residents of Kent County. We will address this need by reducing the number of residents infected with COVID-19. This will be done by providing the general public, school administration and employers with accurate and timely information on COVID-19, best practices for reducing its spread. We will also provide individuals with their own infection status at times and locations that are convenient to them.

Population served	Action	Measurable impact
Employers, school administrators, adults and youth in the Spectrum Health Grand Rapids market area	By December 31, 2021 Spectrum Health will contribute to reducing the number of COVID-19 infections within the community by providing employers, school administrators, and general community with accurate and timely information on preventing the spread of COVID-19.	Spectrum Health releases timely and accurate information about COVID-19 and its prevention, targeted to a variety of sectors and population by December 31, 2021.
	By December 31, 2021, Spectrum Health will contribute to reducing COVID-19 infections within the community by providing community-based screening and appropriate testing.	Spectrum Health provides opportunities for COVID-19 testing that is convenient and meets the needs of the community by December 31, 2021.

## Glossary

	Action
Behavioral Health Crisis Center	A secure facility for adults and children with the capacity for 23-hour observation and behavioral health treatment with secure drop-off for law enforcement aimed at treating individuals experiencing mental health emergencies. The center is designed to be low stimulation in a calming environment. These efforts in other communities has resulted in far fewer individuals requiring acute hospitalization and more ambulatory discharges within those 23 hours.
Complete Health Improvement Program	A research-proven intensive therapeutic lifestyle change program delivered via a virtual group visit over 10-weeks to help patients better manage and/or reverse chronic disease. CHIP is augmented by health coaching during the program and beyond for a total of 6 months. Pre- and post-program biometric testing quantifies health improvements.
De-escalation training	A collaboration between Spectrum Health Clinical Staff and Security Services Staff to address the issue of assaults on staff within Spectrum Health. This program utilizes the framework of patient and visitor interactions to explore violence in healthcare, triggers for aggressive behavior, and escalation levels of violence. This program is focused on the prevention of aggressive behavior through early recognition and early verbal intervention with physical intervention as a last resort.
EmpATH Unit	EmpATH is an acronym for “Emergency Psychiatric Assessment, Treatment, and Healing. EmpATH is a compassionate, trauma informed model of care that revolutionizes how care is provided to patients presenting with an acute behavioral health emergency. Evidence based practice focused on early initiation of treatment and stabilization of the psychiatric crisis as well as addressing social determinants of health concerns result in a profound improvement in the health and well-being of our patients and community.
Family Kitchen Rx	A family culinary medicine program inclusive of hands-on cooking skill development, 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. The goal of the intervention is to improve diet quality and thereby mitigate or prevent chronic disease. The FKRx program is in the process of adaptation for entirely virtual delivery as well as translation for Spanish-speaking families.
Go Team	An at elbow support staff for offices offering medication assisted treatment for opioid use disorder.
High-risk Patients	Defined by their milli-equivalence (mme) of daily morphine dose, >50mme’s indicates co-prescribing.
Integrated Behavioral Health Model	Blending care for medical and related behavioral health factors within a medical health care setting, in this case primary care. Spectrum Health’s model includes behavioral health screening in primary care, behavioral health assessments performed by Behavioral Health Specialists embedded in primary care, and interventions including psychotherapy and psychiatry.
Lifestyle Medicine Specialty Practice	Employs the therapeutic use of core lifestyle behaviors to prevent, treat and possibly reverse common chronic diseases. The evidence-based approach focuses on non-drug means, including a plant-predominant diet, regular physical activity, adequate sleep, stress management, meaningful social relationships, and avoidance of risky substances. Treatment occurs via longitudinal patient engagement with care augmented by a certified health coaching team and appropriate digital therapeutics.

## Glossary

	Action
Maternal Infant Health Program (MIHP)	The largest home-visiting program in Michigan. Services are a benefit of Medicaid for women who are pregnant, and for newborns until the age of 18 months. Services are intended to promote healthy pregnancies, positive birth outcomes, and infant growth and development. The ultimate goal of MIHP is to reduce infant mortality in vulnerable populations in Michigan.
Opioid Prescribing Guidelines	Safe clinical prescribing guidelines for opioids.
PHQ-4	An evidence-based screening tool for anxiety and depression. It utilizes the first two questions from the PHQ-9, a more comprehensive depression screening tool, and the first two questions from the GAD-7, a more comprehensive anxiety screening tool.
Provider Scorecards	An internal dashboard that displays data around opioid prescribing at the department, office, and provider level.
Suicidal ideation screening	Screening intended to identify if a patient is thinking about suicide. Spectrum Health uses the C-SSRS as the screening tool.



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

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

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