

**Big Rapids Hospital
Community Health Needs Assessment (CHNA)
Implementation Plan
July 2015 – June 2018**

Spectrum Health Big Rapids Hospital Community Health Needs Assessment
Summary of Significant Health Needs Identified in the Community Health Needs Assessment (CHNA)

July 2015-June 2018

A hospital facility's implementation strategy to meet the community health needs identified through the hospital facility's CHNA is a written plan that either:

- (1) Describes how the hospital facility plans to address the significant health need; or
- (2) Identifies the significant 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 significant health needs was obtained by holding community health forums, sending out community health surveys to residents, as well as 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.

A glossary of terms is available at the end of this Implementation Plan to provide clarity for the terminology used in the document.

Significant Health Needs Addressed in this Implementation Plan - Each of the significant health needs listed below are important and are being addressed by numerous programs and initiatives operated by the Hospital, other organizations within Spectrum Health, and other community partners of the Hospital.

- i. Bringing additional Primary Care Practices, specialists, and urgent care facilities into the community
- ii. Increased coordination and information sharing among service providers
- iii. Raising awareness of existing services
- iv. Support for adopting and maintaining a healthier lifestyle
- v. Community programs to educate and engage individuals and families in healthy pursuits (exercise events, cooking classes, education about nutrition and accessing healthy foods)
- vi. Increasing health care support and access

Other Significant Needs Identified in the CHNA But Not Addressed in this Plan –The Hospital will not address the following 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 significant health needs identified above.

- i. Increasing mental health services (particularly outpatient services)
- ii. Minimizing transportation barriers through coordination of resources across agencies, increasing home visits, and creating a volunteer network to provide transportation services

Spectrum Health Big Rapids Hospital Community Health Needs Assessment

Access to Care

July 2015- June 2018

Significant Health Need	Population Served	Action	Measurable Impact
Bringing additional Primary Care Practices (PCPs), specialists, and urgent care facilities into the community	All residents who use Spectrum Health primary care services in Mecosta County	Increase primary care provider availability within Spectrum Health by a variety of methods including, but not limited to: <ol style="list-style-type: none"> 1. Use telehealth visits from home or provider service locations to overcome long drives to see specialists or long waits to see primary care providers. 2. Evaluate the implementation of rapid assessment zone in which patients are treated and assessed using varying degrees of severity. A rapid assessment zone is a see and treat model of care that increases patient flow and improves the patient experience. It provides an area for the provider to ease backups during busy times. Create standardized assessment tool based on five levels of care where one being the most critical to five being least urgent. 3. Prioritize physician recruitment strategies to fill physician shortages in rural areas of Mecosta, Lake and Osceola counties. 	<ol style="list-style-type: none"> 1. 50 telehealth visits of any type completed by June 2016 2. Implement Rapid Assessment Zone by July 2016 This new way of assessing patients will improve patient satisfaction by providing the right level of treatment for minor illness and injuries. Wait times to be seen by a provider will be reduced as well as the total cycle time (from the start of the emergency visit to its conclusion). 3. Increase the number of primary care providers by adding one per year for Big Rapids and Reed City Hospitals combined in 2016, 2017 and 2018
Bringing additional PCPs, specialists, and urgent care facilities into the community	All residents who need Spectrum Health specialist care services in Mecosta County	<ol style="list-style-type: none"> 1. Use the telehealth visits described above and provide access to specialists through use of telehealth visits, including cardiology, oncology, wound care, infectious disease, behavioral health and vascular 	<ol style="list-style-type: none"> 1A. At least three specialties using telehealth, one by June 2016, another by July 2017, and a total of three by June 2018. 1B. Continue to recruit specialists to reflect the unique needs of the community. Further details forthcoming.

<p>Increased coordination and information sharing among service providers</p>	<p>All residents who use Spectrum Health primary care services in Mecosta County</p>	<ol style="list-style-type: none"> 1. Provide advance care planning and facilitator training that delivers individualized care to the chronically ill patient based on their beliefs and preferences. Use best practice program from Gunderson Lutheran-Respecting Choices Model. 	<ol style="list-style-type: none"> 1A. Identify and train physician champions, site leads and facilitators for Advance Care Planning in the Rehab and Nursing Center and Susan P. Wheatlake Regional Cancer Center by July 2016. Identify and implement Advance Care Planning to two additional hospital departments by 2017. 1B. Provide Advanced Care Planning to 50 Rehab and Nursing, Susan P. Wheatlake Regional Cancer Center and Family Practice patients by July 2017. 1C. Track and measure the 50 patients from 2017 to see if we reviewed and followed their plan of care, when applicable.
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Spectrum Health Big Rapids Hospital Community Health Needs Assessment Implementation Plan

Chronic Diseases July 2015- June 2018

Significant Health Need	Population Served	Action	Measurable Impact
<p>Support for adopting and maintaining a healthier lifestyle AND Raising awareness of existing services</p>	<p>All residents who use Spectrum Health primary care services in Mecosta County</p>	<p>Spectrum Health Big Rapids and Reed City Hospitals and Ferris State University are working together as an ad hoc committee to explore current state of diabetes care in Mecosta, Lake and Osceola Counties.</p> <ol style="list-style-type: none"> 1. Work collaboratively to explore best practices and design programs that should be offered within Spectrum Health affiliated offices such as med reconciliation, foot care, eye care, etc. 2. CDC’s diabetes prevention programs target youth and adults who are pre-diabetic and are at risk for getting diabetes. It offers education on how to teach them to change their lifestyle and behaviors. 	<ol style="list-style-type: none"> 1. Establish baselines in 2016 for foot care, med reconciliation, education and eye care and increase by 10% each year in 2017 and 2018 2. Establish baselines in 2016 for BMI and A1C and decrease by 5% each year in 2017 and 2018

Spectrum Health Big Rapids Hospital Community Health Needs Assessment Implementation Plan
Increased Drug Use
July 2015- June 2018

Significant Health Need	Population Served	Action	Measurable Impact
Community programs to educate and engage individuals and families in healthy pursuits	All residents who use Spectrum Health services in Mecosta County	<ol style="list-style-type: none"> 1. Develop a successful pain management program for the excessive and inappropriate use of opiates in our primary service area. Patients seeking opiates for diversion, recreation or sales arrive in our emergency rooms and in our primary care offices. 	<ol style="list-style-type: none"> 1. Identify success metrics as this work continues through July 2018.

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

For the period of July 2015-June 2018

Term	Definition
Advanced directive	A legal document (as a living will) signed by a competent person to provide guidance for medical and health-care decisions (such as the termination of life support or organ donation) in the event the person becomes unable to make such decisions.
Advanced Practice Provider (APP)	Mid-level practitioners who are health care providers who have received different training and have a more restricted scope of practice than physicians and other health professionals in some states, but who do have a formal certificate and accreditation through the licensing bodies in their jurisdictions. Examples include, but may not be limited to, Nurse Practitioners, Physician Assistants, and Nurse-Midwives. A Nurse Practitioner is a registered nurse who has acquired the knowledge base, decision-making skills, and clinical competencies for expanded practice beyond that of an RN, the characteristics of which would be determined by the context in which he or she is credentialed to practice. Physician Assistants are concerned with preventing and treating human illness and injury by providing a broad range of health care services under the supervision of physician or surgeon. They conduct physical exams, diagnose and treat illnesses, order and interpret tests, develop treatment plans, perform procedures, prescribe medications, counsel on preventive health care and may assist in surgery. Nurse-Midwives are advanced practice registered nurses who provide counseling and care during pre-conception, pregnancy, childbirth and the postpartum period.
Bariatrics	The branch of medicine that deals with the causes, prevention, and treatment of obesity.
Behavioral Health	Covers the full range of mental and emotional wellbeing- for the basics of how we cope with the challenges of day-to-day life, to the treatment of mental illnesses, such as depression or personality disorders, as well as substance abuse and other addictive behaviors.
Cardiovascular and Thoracic (CVT)	A field of medicine focused on the heart, lungs, esophagus, and other organs in the chest. This includes specialists such as cardiothoracic surgeons, cardiovascular surgeons, general thoracic surgeons, and congenital heart surgeons.
Chaplaincy Program	A member of the clergy trained to listen to the patient's story, to be present to the patient's

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	values, and to reframe the crisis in the context of these values. These areas include risk assessment, crisis intervention, advocacy, cultural and religious diversity, ethics, integration of the patient's story into a larger faith perspective, ritual support, end-of-life issues, and bereavement and grief.
Chronic disease	A persistent or recurring disease that affects a person for at least three months.
Colon cancer screenings	Tests to detect polyps and early cancers in the intestines. This type of screening can find problems that can be treated before cancer develops or spreads. Regular screenings may reduce the risk of pain and death caused by colorectal cancer.
Convenient Care	Clinics that are a category of walk-in clinics that treat uncomplicated minor illnesses and provide preventative healthcare services.
Emergency Department (ED)	The department of a hospital responsible for the provision of medical and surgical care to patients arriving at the hospital in need of immediate care.
Federally Qualified Health Center (FQHC)	Federally qualified health centers (FQHCs) include all organizations receiving grants under Section 330 of the Public Health Service Act (PHS). FQHCs qualify for enhanced reimbursement from Medicare and Medicaid, as well as other benefits. FQHCs must serve an underserved area or population, offer a sliding fee scale, provide comprehensive services, have an ongoing quality assurance program, and have a governing board of directors.
FitKids360	FitKids360 is a healthy lifestyle program for overweight children and their families.
Full Time Equivalent (FTE)	A unit that indicates the workload of an employed person (or student) in a way that makes workloads or 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-time worker.
HBA1C	The A1c test (also known as HbA1c, glycated hemoglobin or glycosylated hemoglobin) is a blood test that correlates with a person's average blood glucose level over a span of a 90

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

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Term	Definition
Mothers Offering Mothers Support (MOMS)	A Spectrum Health Healthier Communities program that serves Medicaid beneficiaries who are pregnant and their newborns who are most likely to experience serious health problems due to psychosocial, socio-economic and/or nutritional risk factors.
Next third available appointment	A measurement of the patient's ability to seek and receive care with the provider of their choice, at the time they choose, regardless of the reason for their visit. Counting the third next available appointment is the healthcare industry's standard measure of access to care and indicates how long a patient waits to be seen.
Obstetrics/Gynecology (OB/GYN)	An obstetrician/gynecologist is a physician specialist who provides medical and surgical care to women and has particular expertise in pregnancy, childbirth, and disorders of the reproductive system.
PAP Smear	A screening test for cervical cancer. Cells scraped from the opening of the cervix are examined under a microscope. The cervix is the lower part of the uterus (womb) that opens at the top of the vagina.
Primary Care	The day-to-day health care given by a health care provider. Typically this provider acts as the first contact and principal point of continuing care for patients within a health care system, and coordinates other specialist care that the patient may need.
Primary Care Emergency Department (ED) Sensitivity	Patients using the hospital emergency departments for non-urgent care and for conditions that could have been treated in a primary care setting.
Psychiatry Behavioral Medicine Integrated (PBM+)	Embedding behavioral health services into a care setting that includes universal screening for depression, anxiety, and substance abuse. It enables triage to appropriate behavioral health resources based on risk. This will allow for improved health outcomes and the identification and treatment of conditions that were previously unknown (that impact overall health).
Readmission	A subsequent admission to the hospital that occurs within 30 days of a previous admission's discharge.

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