

Ludington Hospital
Community Health Needs Assessment (CHNA)
Implementation Plan
July 2015 – June 2018

Spectrum Health Ludington 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. Access to Primary Care
 - A. Access to healthcare services (primary care, preventative and ancillary services)
 - B. Lack of primary care, dental care, and mental health care for the underserved (uninsured, underinsured, Medicaid, low income)
 - C. Coordination and collaboration of services
 - D. Specialty and subspecialty services
- ii. Chronic Disease
 - A. Services addressing and coordinating the physical and mental health of adolescents
 - B. Programs targeting obesity reduction
 - C. Prevention and wellness
- iii. Telehealth
 - A. Specialty and subspecialty services
- iv. Behavioral Health
 - A. General lack of mental health services for people with mild to severe conditions

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

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above.

- i. Affordable behavioral health services for those who are not chronically mentally ill
- ii. Community programs accessible to those with transportation/income barriers
- iii. Higher quality food for those relying on food pantries
- iv. Substance abuse treatment
- v. Programs that teach people how to cook/cook healthy foods
- vi. Urgent care

Spectrum Health Ludington Hospital Community Health Needs Assessment
Access to Primary Care
July 2015- June 2018

Significant Health Need	Population Served	Action	Measurable Impact
Access to healthcare services (primary care, preventative and ancillary services)	All residents of the SHLH service area (Mason County, northern Oceana County and western Lake County) with Spectrum Health Ludington Hospital Primary Care Physicians	<ol style="list-style-type: none"> 1. Add 1 Primary Care Provider/Advanced Practice Provider in each covered year. 2. Add convenience care clinic to expand weekday and Saturday availability for primary care. 	<ol style="list-style-type: none"> 1. Increase patient contact hours by 1,600 each year and patient encounters by 3,200 each year. 2. Operationalize convenience care clinic by expanding office hours until 6:00 p.m. during the week and offering Saturday hours on a schedule to be determined.
Lack of primary care, dental care, and mental health care for the underserved (uninsured, underinsured, Medicaid, low income)	Underinsured and governmentally insured residents in the SHLH service area.	<ol style="list-style-type: none"> 1. According to the U.S. Census Bureau, 16.2% of the population in Mason County lives in poverty. In Oceana County, that number is 19.9%. In Lake County, the most impoverished county in Michigan, it is 27.9%. (The Michigan average is 16.8%.) Over 45% of the population – almost 30,000 people - in Mason, Oceana and Lake Counties are either Medicare or Medicaid recipients, a historically underserved population. For this reason, the number of providers who accept new Medicaid and Medicare patients will be increased to expand access for these patients. 	<ol style="list-style-type: none"> 1. Expand the number of Medicaid and Medicare patients seen SHLH primary care physicians by 5% in each plan year. Until June 2014 the majority of primary care physicians on staff at SHLH were independent practitioners. Now many have decided to join the Spectrum Health Medical Group. As these physicians are on-boarded, we are in the process of developing baseline numbers to determine Medicare and Medicaid patients served. This will be completed in the first half of the 2016 calendar year and establish firm numerical targets at that time.

Spectrum Health Ludington Hospital Community Health Needs Assessment
 Access to Primary Care
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Significant Health Need	Population Served	Action	Measurable Impact
Coordination and collaboration of services AND Specialty and subspecialty services	Economically disadvantaged and medically underserved populations in the SHLH service area	<ol style="list-style-type: none"> 1. Develop and execute a plan with Northwest Michigan Health Services, Inc. (a Federally Qualified Health Center (FQHC)) to allow NMHSI patients to see Spectrum Health Obstetrics and Gynecology (SHLH OB/GYN) providers at NMHSI to create a seamless relationship for obstetrics patients. 2. Work with NMHSI to evaluate and develop a plan for deployment of the mobile dental clinic 	<ol style="list-style-type: none"> 1. Place a SHLH OB/Gyn provider at NMHSI to establish early relationships with NMHSI patients and improve prenatal care and education. 2. Increase number of unique NMHSI obstetrical patients seen by SH by 10% each year beginning in 2016.

Spectrum Health Ludington Hospital Community Health Needs Assessment Implementation Plan
Chronic Diseases
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Significant Health Need	Population Served	Action	Measurable Impact
Services addressing and coordinating the physical and mental health of adolescents AND Prevention and wellness AND Programs targeting obesity reduction	Elementary school children K-5 in the SHLH service area (Mason County, northern Oceana County and western Lake County)	<ol style="list-style-type: none"> 1. Fit Club program: In school year 2015-2016, expand elementary school health education and Fit Club programming to Mason County Central, Mason County Eastern, Pentwater and Hart school district elementary schools. 2. In school year 2016-2017, expand elementary school health education and Fit Club programming to Shelby, Walkerville and Baldwin school district elementary schools. 	<ol style="list-style-type: none"> 1. Increase 100-mile challenge participation from 750 children to 2,000 children from 2015 to 2018. Seventy-five percent of children enrolled in Fit Club will demonstrate improvement in school fitness measures, e.g., one-mile run, by the end of the school year. 2. As scale of the program grows, e.g., adding school districts, the number of children who receive health education will increase from 1200 children to 3900 from 2015 to 2018.
Prevention and wellness	All residents of the SHLH service area (Mason County, northern Oceana County and western Lake County)	<ol style="list-style-type: none"> 1. Provide <i>Win With Wellness</i> biometric screenings and health education three times annually for residents of Mason, Oceana and Lake Counties to improve understanding of chronic health issues and ways to manage them. 	<ol style="list-style-type: none"> 1. Increase participant level in biometric screenings by five percent, or 20 people, for each year of the plan, making certain that all participants have primary care physicians and are prepared to develop a plan with their physician to improve their numbers. We will establish a baseline of data so that progress can be tracked and create interventions where appropriate.
Prevention and wellness	Residents 50 years of age and older in SHLH service area (Mason County, northern Oceana County and western Lake County)	<ol style="list-style-type: none"> 1. Implement Senior Life Committee in Mason County during 2016 and expand to Oceana County and Lake County in years 2017 and 2018. This scope of this new program must be defined by the committee by further detailing challenges facing older adults as called out in the CHNA. 	<ol style="list-style-type: none"> 1. Provide funding in 2016 and 2017 for fitness in Ludington to create an exercise option tailored for older adults. <ul style="list-style-type: none"> ○ Will develop additional metrics as committee gets underway and objectives are determined. <p>Possible metrics being considered are:</p> <ul style="list-style-type: none"> ● Engagement as measured by participation;

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 Chronic Diseases
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Significant Health Need	Population Served	Action	Measurable Impact
			<ul style="list-style-type: none"> • Enrollment in WWW biometric screening; • Number of seniors transported to medical appointments using Ludington Area Transit Authority buses. • Increases in Medicaid enrollment for seniors using DHS data and, potentially, SHLH Financial Resource Advisors.

Spectrum Health Ludington Hospital Community Health Needs Assessment Implementation Plan
Telehealth
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Significant Health Need	Population Served	Action	Measurable Impact
More convenient access to specialty and primary care	All residents of the SHLH service area (Mason County, northern Oceana County and western Lake County)	<ol style="list-style-type: none"> 1. Increase access to specialty care, specifically telehealth cardiovascular and thoracic (CVT) clinic. 2. Add other specialties using telehealth out of the “hoteling” space at SHLH. 3. Evaluate community-facing telehealth access point for primary care to increase access and convenience for community members. 	<ol style="list-style-type: none"> 1. Add one day per month to the telehealth CVT clinic in 2016 and expand thereafter as dictated by volume. 2. Add one new specialty, e.g., oncology, to the telehealth portfolio in each of the next three years. 3. Complete evaluation in 2016 and deploy in 2017.

Spectrum Health Ludington Hospital Community Health Needs Assessment Implementation Plan
Behavioral Health
July 2015- June 2018

Significant Health Need	Population Served	Action	Measurable Impact
General lack of mental health services for people with mild to severe conditions	All residents of the SHLH service area (Mason County, northern Oceana County and western Lake County)	<ol style="list-style-type: none"> 1. Evaluate and, if feasible, begin implementing Spectrum Health screening protocol for depression and anxiety for patients in SHMG primary care practices. 2. Develop and deploy behavioral health educational series using Win With Wellness for community education. 	<ol style="list-style-type: none"> 1. Complete evaluation in 2016. Begin deployment in 2017 with a goal of implementation in 50% of SHLH primary practice locations by 2018. 2. Create a behavioral health educational series in early 2016 and begin offering programming as part of Win With Wellness education later in 2016.

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 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,

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	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 work.
HBA1C	The A1c test (also known as HbA1c, glycated hemoglobin or glycosylated hemoglobin) is a blood test that correlates with a person's average blood glucose level over a span of a 90 days.
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

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	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 mammography is the early detection of breast cancer, typically through detection of characteristic masses and/or microcalcifications.
Marketplace	Also known as the Health Insurance Exchange — is the place where people without health care insurance can find information about health insurance options and also purchase health care insurance.
Maternal Infant Health Program	Programs to improve women’s health before, during, and after pregnancy to reduce both short- and long-term problems.
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
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.

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Term	Definition
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.
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

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Term	Definition
	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.