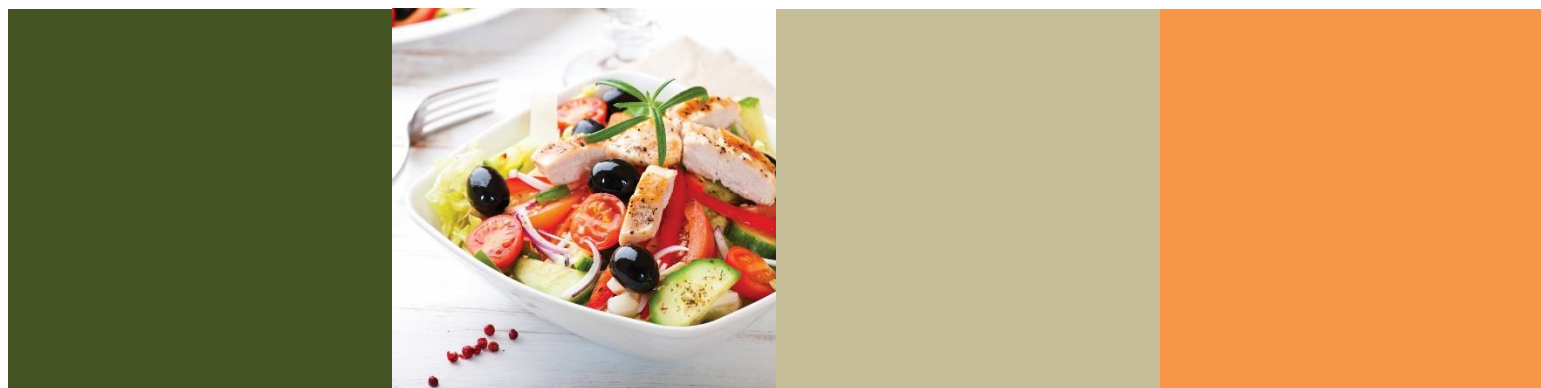


2016

Community Health Needs Assessment Implementation Strategy

Antrim, Benzie, Grand Traverse, Kalkaska and Leelanau Counties





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Introduction

Our Mission

Munson Medical Center and its partners work together to provide superior quality care and community health.

Our Vision

We will become northern Michigan's indispensable system of health care by driving collaboration and coordination that results in care that is of the highest quality, easy to use, and close to home.

Our Values

Accountability

We are accountable to our patients and each other for our decisions.

Respect

We respect everyone, everywhere, every day.

Stewardship

We carefully use resources entrusted to us.

Compassion

We show compassion and understanding in all of our encounters with others.

Teamwork

We approach all of our work with a spirit of collaboration.

Safety

We make safe work practices a top priority every day.

community served by the hospital because nearly 67 percent of the MMC inpatient population lives in the primary service area.



The five-county Grand Traverse region is a four-season destination for outdoor enthusiasts, with abundant natural beauty and recreational resources. The region is nationally known for fruit and wine production, a growing microbrew and spirits industry, and a vibrant art community. The region is often included on “top lists” for places to retire, vacation, pursue outdoor sports, etc. Of the 170,887 people who live in the five-county region, more than half (91,636) live in Grand Traverse County.

The population is predominantly white, at 95.6%; Hispanic/Latinos, at 2.7%, and Native Americans, at 1.5%, are the largest minority groups. The proportion of older adults is considerably larger in the region (20.4%) than the State (15.4%). Overall, educational attainment is higher in the 5-county area (28.7% of the population age 25+ has earned a bachelor's degree) than the State (26.4%). However, rates vary widely among the five counties, ranging from 13% in Kalkaska County to more than 30% in Grand Traverse and Leelanau counties. Median household income is below the State (\$49,097) in Antrim, Benzie and Kalkaska counties and above the State rate in Grand Traverse and Leelanau counties. This county-level data cannot adequately illustrate income distribution across the region. By drilling down to Census Bureau tracts, stark disparities become apparent. For example, in Grand Traverse County, median household income on Old Mission Peninsula (Census Tract 5509) is \$73,650, the highest in the county. In adjacent Census Tract 5512, at the base of the peninsula, it is \$39,964, the lowest in the county.

Community Served and Demographics

Located in Traverse City, Mich., Munson Medical Center (MMC) is the largest hospital in northern Lower Michigan with 391 licensed acute care beds. It has a national reputation for quality, and has been named a Top 100 Hospital 14 times. Munson is designated as a Rural Referral Center by the Centers for Medicare and Medicaid Services (CMS) and is also recognized by CMS as a Sole Community Hospital. Because of this status, MMC is equipped to provide critical care to patients from 24 counties in northern Lower Michigan and the eastern Upper Peninsula. More than 500,000 people served by MMC reside across 11,000 square miles. MMC's primary service area is comprised of five counties: Antrim, Benzie, Grand Traverse, Kalkaska, and Leelanau. These five counties are considered the

How the Implementation Strategy Was Developed

The MMC Implementation Strategy was developed based on the findings and priorities of the MMC CHNA, including a review of the hospital's existing community benefit activities. Several of the hospital community benefit activities are included in a list later in this document. Action plans were developed for each priority health need identified in the 2016 MMC CHNA. In developing these action plans, activities were incorporated by input provided by our community health initiative partners. Input was also provided from MMC employee experts related to the specific need. The action plans will be utilized in our next CHNA to aid in evaluating our impact. Our activities will evolve annually after evaluations occur, so we anticipate much more will happen over a three year period than what is being described here. In addition, activities are subject to change and evolve.

This implementation strategy will:

- Describe Munson Medical Center's planned actions for developing and sustaining community benefit programs that address the prioritized health needs from our 2016 [Community Health Needs Assessment \(CHNA\)](#), the anticipated impact of these actions, the programs and resources the hospital plans to commit, and our collaborative partners.
- Describe how Munson Medical Center will respond to other identified health needs.



Major Needs and How Priorities Were Established

A collaborative Steering Committee, which was formed during our preceding CHNA cycle, provided ongoing guidance through the CHNA process. This Steering Committee was comprised of health care leaders and public health officials from around the region. Munson Medical Center contracted with the Health Department of Northwest Michigan to assist with the data collection process. Five community conversations were conducted throughout the five-county area between October 2015 and February 2016 to gather primary data. Individuals and representatives from multiple organizations, who have a broad knowledge of the community, participated in the community conversations. Prior to the community conversations, Munson Community Health Department provided a presentation describing the positive impact on community health resulting from the previous CHNA at each of the five community collaboratives.

Secondary data was supplied by Xerox Community Health Solutions (CHS). CHS offers hospitals and health systems a customizable, web-based Community Health Needs Assessment (CHNA) System. CHS collected demographics and all available data for 100 specific health and quality of life indicators in each of the five counties.

The Health Department of Northwest Michigan, Munson Community Health Department, and an assistant professor of epidemiology from Michigan State University synthesized and analyzed primary and secondary data. A cumulative list of 26 health issues was compiled. The CHNA Steering Committee participated in an initial multi-voting technique session, recommended by the National Association of County and City Health Officials (NACCHO), with seven issues rising to the top.

The CHNA conducted in 2016 identified seven significant health needs within the community Munson Medical Center serves. The seven significant health needs identified include:

- Obesity and overweight
- Diabetes
- Substance abuse/tobacco use
- Access to health services
- Mental health
- Maternal, fetal and infant health
- Access to healthy foods

Those needs were then prioritized by the Munson Healthcare Community Health Committee using a Decision Matrix. Prioritization was based on the following criteria:

- Severity
- Magnitude
- Impact
- Sustainability
- Achievability

Due to the clear interconnectivity amongst the issues, all seven were included when developing action plans. Munson Medical Center will focus on developing and/or supporting initiatives and measure their effectiveness to improve the following health needs. Action plans related to the needs mentioned prior can be found in the subsequent pages of this report.

Description of What MMC Will Do to Address Community Need

Munson Medical Center has developed seven distinct action plans to address identified needs, which are outlined on the pages that follow.



Action Plan: Obesity & Overweight

GOAL: Help our community achieve and maintain a healthy weight.

Actions the hospital intends to take to address this health need:

- Continue to be the backbone organization for Shape Up North
- Seek opportunities to work with other community partners interested in this topic to collectively make a difference in this area
- Launch a “What Makes Me Healthy” campaign through Shape Up North to encourage and inspire our community to be active and eat healthy
- Continue the Fruit and Vegetable Prescription Program
- Continue the Diabetes Prevention Program which encourages weight loss and physical activity
- Continue the employee wellness program for MMC employees

Anticipated impact of outlined actions:

- Increased engagement on Shape Up North’s website and Facebook page
- Increased number of collaborative partners working to reduce overweight/obesity
- Increased fruit and vegetable consumption among Fruit and Vegetable Prescription Program participants
- Increased number of people enrolled in the MMC Diabetes Prevention Program
- Enhanced programming available to Munson Medical Center employees to assist those who wish to improve their weight

Evaluation Metrics:

- Number of hits on Shape Up North website and Facebook page
- Number of partners engaged in Shape Up North
- Number of people enrolled in the Fruit and Vegetable Prescription Program
- Number of people enrolled in the MMC Diabetes Prevention Program
- Number of educational opportunities related to nutrition and physical activity available to MMC employees

Broader metrics include indicators collected by Community Health Solutions:

- Adult fruit and vegetable consumption
- Adults who are obese
- Adults who are sedentary
- Low-income preschool obesity
- Teens who are obese
- Teens who engage in regular physical activity

Programs and Resources the hospital plans to commit: MMC Healthy Weight Center, MMC *MyWellness* program, Shape Up North

Collaborative Partners: Adaptive Consultants, Blue Cross/Blue Shield, Grand Traverse Bay YMCA, Durandal, Inc., Groundwork Center for Resilient Communities, Grow Benzie, Health Departments, Human Resource Partners, MSU Extension, Northern Physician Organization, Priority Health, Pure Health Family & Sports Medicine, Record Eagle, Rotary Charities & NorthSky Nonprofit Network, Traverse Area Pediatric & Adolescent Clinic, Traverse Area Recreation and Transportation Trails, Traverse Bay Area Intermediate School District, Traverse City Area Public Schools, Traverse Health Clinic, Traverse Magazine and MyNorth Media, Venture North Funding and Development

Action Plan: Diabetes

Goal: Reduce the prevalence of diabetes and improve the care of people with diabetes in our community.

Actions the hospital intends to take to address this health need:

- Continue to serve as the backbone for the regional Northern Michigan Diabetes Initiative
- Promote and provide evidence-based practice education relating to diabetes to our health care providers
- Offer educational opportunities related to diabetes throughout our community
- Assist partners with implementation of the Diabetes Prevention Program within their region
- Market the Diabetes Prevention Program to primary care provider offices
- Recruit patients for core Diabetes Prevention Program groups

Anticipated impact of outlined actions:

- Increased utilization of Northern Michigan Diabetes Initiative website and Facebook page
- Increased number of collaborative partners working to prevent diabetes and improve the care of people with diabetes
- Increased number of people enrolled in the MMC Diabetes Prevention Program

Evaluation metrics:

- Number of hits on Northern Michigan Diabetes Initiative website and Facebook page
- Number of partners engaged in the Northern Michigan Diabetes Initiative
- Number of educational opportunities related to diabetes hosted by MMC in our community
- Number of people enrolled in the MMC Diabetes Prevention Program

Broader metrics include indicators collected by Community Health Solutions:

- Age-adjusted death rate due to diabetes
- Adults with diabetes
- Diabetes among the Medicare population
- Diabetes screening among the Medicare population

Programs and resources the hospital plans to commit: MMC Diabetes Education Program, MMC Endocrinology & Metabolism physician practice resources, Northern Michigan Diabetes Initiative

Collaborative Partners: Health Departments, Juvenile Diabetes Research Foundation (JDRF) -Great Lakes West, Michigan State University-Extension, Munson Healthcare Cadillac, Munson Healthcare Charlevoix, Munson Healthcare Grayling, Otsego Memorial Hospital, Paul Oliver Memorial Hospital, Priority Health, Traverse Health Clinic

Action Plan: Substance Abuse/Tobacco Use

Goal: Improve access to mental health and substance use disorder services throughout our community.

Actions the hospital intends to take to address this health need:

- Work together with interested partners on the development and implementation of a plan to increase access to mental health and substance use disorder services
- Work with performance services to measure increases in volumes and acuity to define staffing need and present to Staffing Review Committee
- Combine with Integrated Healthcare team and tele-health initiatives to increase access to mental health and substance use disorder services

Anticipated impact of outlined actions:

- Improved care and outcomes for patients who have a mental health or substance use disorder diagnosis
- Cost savings related to patients who have improved care for mental health and substance disorder diagnosis
- Reduced emergency department recidivism for patients identified with a mental health or substance use disorder diagnosis
- Improved emergency department throughput for patients identified with a mental health or substance use disorder diagnosis

Evaluation metrics:

- Number of people who present to the emergency department with primary mental health or substance use diagnoses
- Emergency department recidivism for those with primary mental health or substance use diagnoses within 1 year
- Emergency department patients, both admitted and discharged, who received a Behavioral Health Specialist consult

Broader metrics include indicators collected by Community Health Solutions:

- Adults who drink excessively
- Teens who binge drink
- Death rate due to drug poisoning
- Teens who use marijuana
- Adults who smoke

Programs and resources the hospital plans to commit: MMC Behavioral Health department, MMC Behavioral Health leadership team, MMC Alcohol and Drug Treatment Center

Collaborative partners: Addiction Treatment Services, Catholic Human Services, Child and Family Services/Third Level Crisis Center, Goodwill Enterprises, Health Departments, Northern Lakes Community Mental Health, Northern Michigan Regional Entity, Pine Rest, Substance Abuse Coalition of NW Michigan, Traverse Health Clinic

Action Plan: Access to Health Services

Goal: Provide services that reach medically underserved areas and population groups throughout our community.

Actions the hospital intends to take to address this health need:

- Strengthen telemedicine resources
- Physician recruitment for medically underserved areas/populations
- Provide HealthLink service to connect patients with services
- Provide services to uninsured and underinsured through the Munson Family Practice Residency Program and Clinic
- Provide financial assistance to qualifying patients
- Provide Munson's Medication Assistance Program to those in need
- Provide charity medication donations
- Continue to be a participant with the Grand Traverse Region Oral Health Coalition

Anticipated impact of outlined actions:

- Enhanced reach to individuals with geographical and financial barriers to accessing health services

Evaluation metrics:

- Number of physicians recruited in needed specialties
- Number of HealthLink transactions
- Number of new uninsured and underinsured patients seen at Munson Family Practice
- Amount of financial assistance provided
- Amount provided through the Medication Assistance Program and other charity medication donations

Broader metrics include indicators collected by Community Health Solutions:

- Adults with health insurance
- Children with health insurance
- Physician primary care provider rate
- Non-physician primary care provider rate

Programs and resources the hospital plans to commit: MMC Financial Assistance program, MMC Medication Assistance Program, Munson Family Practice Center, Munson Healthcare HealthLink, Munson Healthcare specialty physician practices, Telemedicine

Collaborative partners: Health Departments, Grand Traverse Region Oral Health Coalition, Traverse Health Clinic

Action Plan: Mental Health

Goal: Improve access to mental health and substance use disorder services throughout our community.

Actions the hospital intends to take to address this health need:

- Work together with interested partners on the development and implementation of a plan to increase access to mental health and substance use disorder services
- Work with performance services to measure increases in volumes and acuity to define staffing need and present to Staffing Review Committee
- Combine with Integrated Healthcare team and tele-health initiatives to increase access to mental health and substance use disorder services

Anticipated impact of outlined actions:

- Improved care and outcomes for patients who have a mental health or substance use disorder diagnosis
- Cost savings related to patients who have improved care for mental health and substance disorder diagnosis
- Reduced emergency department recidivism for patients identified with a mental health or substance use disorder diagnosis
- Improved emergency department throughput for patients identified with a mental health or substance use disorder diagnosis

Evaluation metrics:

- Number of people who present to the emergency department with primary mental health or substance use diagnoses
- Emergency department recidivism for those with primary mental health or substance use diagnoses within 1 year
- Emergency department patients, both admitted and discharged, who received a Behavioral Health Specialist consult

Broader metrics include indicators collected by Community Health Solutions:

- Age-Adjusted death rate due to suicide
- Poor Mental Health days
- Depression: Medicare population
- Inadequate social support

Programs and resources the hospital plans to commit: MMC Behavioral Health department, MMC Behavioral Health leadership team, MMC Alcohol and Drug Treatment Center

Collaborative partners: Addiction Treatment Services, Catholic Human Services, Child and Family Services/Third Level Crisis Center, Goodwill Enterprises, Health Departments, Northern Lakes Community Mental Health, Northern Michigan Regional Entity, Pine Rest, Substance Abuse Coalition of NW Michigan, Traverse Health Clinic

Action Plan: Maternal, Fetal and Infant Health

Goal: Improve birth outcomes, including preterm birth, low birth weight, and infant mortality rate in our community.

Actions the hospital intends to take to address this health need:

- Provide education, support, and connection to resources to families through the Healthy Futures program
- Encourage breastfeeding and immunizations through the Healthy Futures program
- Improve connectivity with Healthy Futures participants by leveraging technology
- Provide tools for provider offices to utilize when working with smoking mothers
- Provide regular data updates on maternal smoking rates to provider offices

Anticipated impact of outlined actions:

- Increased knowledge of breastfeeding and immunizations
- Enhanced engagement and knowledge of maternal smoking in our region

Evaluation metrics:

- Number of provider offices provided with education and data
- Number of women served through the Healthy Futures program
- Breastfeeding and immunization rates among Healthy Futures participants

Broader metrics include indicators collected by Community Health Solutions:

- Babies with low birth weight
- Infant mortality rate
- Mothers who received early prenatal care
- Mothers who smoked during pregnancy
- Preterm births

Programs and resources the hospital plans to commit: Healthy Futures, Northern Michigan Regional Perinatal Initiative Work Group

Collaborative partners: Health Departments, Great Start Collaborative

Action Plan: Access to Healthy Foods

Goal: Improve the affordability and utilization of healthy food among the underserved population in our community.

Actions the hospital intends to take to address this health need:

- Expand the Fruit and Vegetable Prescription Program to additional partners in the Munson Medical Center service region
- Be available as a resource for others that want to implement the Fruit and Vegetable Prescription Program
- Offer sessions at farm markets open to all community members on how to use and cook fresh produce
- Continue to offer *MyWellness* meals at the Munson Medical Center cafeteria
- Continue to provide the opportunity to Munson Medical Center employees to participate in Community Supported Agriculture shares

Anticipated impact of outlined actions:

- Increased fruit and vegetable consumption among Fruit and Vegetable Prescription Program participants
- Increased access to healthy foods in our community

Evaluation metrics:

- Number served through MMC access to healthy food initiatives
- Number of educational sessions offered at farm markets for community members on how to use and cook fresh produce
- Number of *MyWellness* meals sold at MMC
- Number of Community Supported Agriculture shares sold through MMC

Broader metrics include indicators collected by Community Health Solutions:

- Food insecurity rate
- Child food insecurity rate
- Adult fruit and vegetable consumption

Programs and resources the hospital plans to commit: Fruit & Vegetable Prescription Program, MMC Dietitians, Munson Family Practice Center, Shape Up North

Collaborative partners: Farmer's Markets, Health Departments, pediatrician offices, Traverse Health Clinic, MSU Extension

Support for Other Identified Community Health Needs

Munson Medical Center is also working to help meet other identified community health needs with existing programs, or as a partner in many collaborative community efforts. Munson Medical Center recognizes that it is not always the appropriate leader of an activity and therefore seeks to promote efficient use of resources by partnering and avoiding duplication of services. It is important to note many of the following are community benefit or community building activities. Below is the list

of other identified needs and the corresponding programs or partnerships by MMC:

- Advocacy for Health and Wellness
 - Community Dietitian Offerings
 - Munson Community Health Department
- Affordable Child Care
 - Munson Child Development Center
 - NMC Children's Learning Center
- Awareness of Community Resources
 - HealthLink
 - Munson Community Health Library
 - Shape Up North (SUN)
- Cancer
 - Cancer Registry
 - Cancer Navigator Program
 - Cowell Family Cancer Center
 - Mammography Assistance Fund
 - Munson Medical Center Cancer Research
 - Women's Cancer Fund
 - Yoga for cancer patients
- Children's Health
 - Healthy Futures
 - Northern Michigan Regional Perinatal Initiative Work Group
 - Northern Michigan Vaccine Preventable Disease Task Force
- Community Connectivity
 - Munson Community Health Library
 - Northern Michigan Diabetes Initiative (NMDI)
 - Shape Up North (SUN)
- Economy
 - Financial Counseling
 - Guidance/Referrals to Community Services and Public Assistance Programs
- Education
 - Munson Medical Center staff precepting for medical professionals
 - Simulation education for students
- Environment
 - Conservation Resource Alliance
 - Recycling of Electronic Waste
- Other Chronic Diseases
 - Cardiology Research
 - Chronic Disease Coordinating Network
 - Thomas Judd HIV – AIDS Program
- Public Safety
 - Region 7 Medical Disaster Preparedness Network
 - SANE/SAFE Program
- Respiratory Diseases
 - Better Breathers
- Transportation
 - Dialysis transportation
 - Patient Needs Fund
 - Transportation after hospital discharge
- Wellness & Lifestyle
 - Munson Healthy Weight Center
 - Shape Up North (SUN)
 - Youth Health & Wellness Center Community Advisory Council
- Women's Health
 - Breastfeeding support group
 - Healthy Futures
 - Lactation Warmline
 - Perinatal Substance Use Disorder (PSUD) Steering Committee



In addition to the activities outlined on the previous page and in the action plans, Munson Medical Center participates in the following groups that help to improve the health of our community and also address the social determinants of health:

- Antrim Collaborative
- Benzie Collaborative
- Born to Read
- Catholic Diocese of Gaylord Review Board
- Children's Community Crisis Collaborative
- Grand Traverse Collaborative
- Grand Traverse Regional Oral Health Coalition
- Goodwill Industries of Northern Michigan Board
- Great Start Collaborative
- Kalkaska Collaborative
- Leelanau Collaborative
- Live Well Benzie
- Northern Michigan Health Coalition
- Northern Michigan Infant Mental Health Training Consortium
- Northern Michigan Mental Health Coalition
- Northern Michigan Public Health Alliance
- Poverty Reduction Initiative
- Substance Abuse Coalition of NW Michigan
- Suicide Prevention Coalition
- Tobacco Free Families
- Traverse Health Clinic Board

Significant Health Needs That Will Not Be Addressed and the Reason

As mentioned earlier, due to the clear interconnectivity amongst the issues, all seven of the top identified needs were included when developing action plans for this implementation strategy. Munson Medical Center will focus on developing and/or supporting initiatives and measure their effectiveness, to improve all of the seven priority health needs. In relation to all the other needs mentioned by our community throughout this process, Munson Medical Center does help address all those needs in a variety of different fashions, which is clearly outlined in the

section titled, Support for Other Identified Community Health Needs. Munson Medical Center's role varies as we are fortunate to have many community organizations helping to address many of those areas that fall into the category of the social determinates of health.

Next Steps for Munson Medical Center

For each of the priority areas, Munson Medical Center will work with community partners to:

- Continue to identify any related activities being conducted in the community that can be built upon
- Build support for the implementation strategy within the community and among other health care providers
- Execute the action plans as outlined
- Continuously evaluate activities for impact

This implementation strategy specifies community health needs that the hospital has determined to meet in whole or in part and that are consistent with its mission. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. During the three years ending in 2019, other organizations in the community may decide to address certain needs, indicating that the hospital then should refocus its limited resources to best serve the community.

Approval

This implementation strategy was reviewed and recommended for approval by the MMC Community Health Committee and subsequently approved by the MMC Board of Trustees.

Comments and Questions

It takes all of us to make our community healthy. To share your feedback on our 2016 Community Health Needs Assessment Implementation Strategy, please email your questions and comments to mmc-chna@mhc.net.