



# 2019

## Grayling Hospital Community Health Needs Assessment Implementation Strategy

For Crawford, Oscoda  
and Roscommon Counties



**MUNSON HEALTHCARE**

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## Introduction

### Munson Healthcare Mission

Munson Healthcare and its partners will work together to provide superior quality care and promote community health.

### Munson Healthcare Vision

Working together, we will be the first choice for care within the communities we serve.

### Our Commitment to Community Health

Many factors combine to determine the health of a community. In addition to disease, community health is affected by substance use, education level, economic status, environmental issues, and the personal choices of those who live, work, and play in the community. No single individual, community group, hospital, agency, or governmental body can be entirely responsible for the health of the community. No organization can address the multitude of issues alone. However, working together, we can understand the issues and create a plan to address them.

### Planned Collaboration: MiThrive Partnership

MiThrive Partnership is a regional, collaborative project designed to bring together dozens of organizations across 31 counties of northern Michigan to identify local needs and work together to improve the health of our communities. Through working closely together with MiThrive, Munson Healthcare Grayling Hospital's 2019 Community Health Needs Assessment represents a collaborative, community-based approach to identify, assess, and prioritize the most important health issues affecting our community, giving special attention to the poor and underserved in our service area.

### This implementation strategy will:

- Describe planned collaboration with other organizations in addressing these issues
- Describe our hospital's planned actions for developing and sustaining community benefit programs that address the prioritized strategic issues from our 2019 Community Health Needs Assessment and the anticipated impact of these actions
- Identify the resources the hospital plans to commit to address these issues
- List which identified strategic issues Grayling Hospital will not be targeting and the reason why

## Strategic Issues and How Priorities Were Established

This year we identified strategic issues as part of the MiThrive collaborative. Strategic issues are broader than individual health conditions, and represent underlying challenges that need to be addressed, which would lead to improvement in health conditions. Each strategic issue should impact more than one health condition.

Through a facilitated process supported by the Michigan Public Health Institute, MiThrive partners reviewed all the key findings from the four assessments, which included compiling existing statistics, hearing from residents, learning from groups of community organizations, and surveying health care providers and community members, and looked for the underlying challenges that are preventing us from achieving our shared vision. Regular attendees of MiThrive Steering Committee meetings attended, as well as additional interested MiThrive partners. Through combining the data from the four assessments and looking at the community from a holistic perspective, we identified the seven Strategic Issues, two of which were categorized to be used in our Implementation Strategy action planning, leaving five uncategorized Strategic Issues.

We prioritized these issues to decide which Strategic Issues we were going to focus on for our collaborative Community Health Improvement Strategy. First, we held a meeting to look at needs and conditions across the entire 31-county Northern Michigan Region, and through a facilitated process, identified a top issue to approach collectively on a large regional scale. We then held meetings around northern Michigan to identify additional priorities for smaller groups of counties, based on local data, conditions, and experience. A standardized process was used at each meeting. Each strategic issue was prioritized using the following criteria:

1. **Magnitude:** How many people are impacted by this issue?
2. **Severity:** How urgent is this issue and what are the consequences of not addressing it now?
3. **Values:** Does the community care about this issue? Which issue is most important to the community?
4. **Impact:** How much impact would improving or focusing on this issue have on health, health equity, and quality of life?
5. **Sustainability and Achievability:** Is the issue within our sphere of control? Will we have the expertise necessary to address it?

Organizations invited to participate in each meeting included those with special knowledge and expertise in public health,

local public health departments, and organizations representing medically underserved, low income, and minority groups.

Through this process these priority issues were identified:

#### **The Two Top Priority Issues to Be Addressed:**

- How do we ensure a community that provides preventive and accessible mental health and substance abuse services? Action plan on page 5
- How do we address basic needs of living to create resiliency and promote equity? Action plan on page 7

#### **Additional Strategic Issues Identified:**

- How do we improve access to comprehensive health care for all?
- How do we foster a sense of community that promotes trust, social support, and inclusiveness?
- How do we improve prevention and reduce health risks for leading causes of death?

#### **Improving the Planning Process**

In addition to the Strategic Issues, we identified two significant opportunities for improvement in how we go about addressing these issues and planning interventions:

1. Improve cross-sector collaboration and the community health improvement planning process.
2. Improve community voice and participation in planning.

### **Strategic Issues That Will Not Be Targeted and Why**

Grayling Hospital acknowledges the wide range of issues that emerged from the CHNA process, and determined that with the broad nature of the strategic issues we could effectively focus on only those issues that were prioritized the highest by our community. Due to the lower prioritization, Grayling Hospital will not target the following identified strategic issues:

- How do we improve access to comprehensive health care for all?
- How do we foster a sense of community that promotes trust, social support, and inclusiveness?
- How do we improve prevention and reduce health risks for leading causes of death?

While we are not targeting these strategic issues in this implementation strategy, we still commit to continuing our efforts to improve these issues as well.

### **Resources the Hospital Plans To Commit To Address the Issues**

We plan to commit the resources below in order to facilitate the execution of our implementation strategy. These resources include:

- Staff time needed for programming, participation in collaborative projects, boards, and support for other community improvement projects related to our priority strategic issues.
- Support (in-kind and/or financial) for programs, community collaborations, and organizations who have demonstrated a need for assistance in addressing the priority strategic issues.



### Hospital Facility

Munson Healthcare Grayling Hospital

### Strategic Issue

How do we ensure a community that provides preventive and accessible mental health and substance abuse services?

### Brief Description of Strategic Issue

Disparities in mental health and substance use treatment persist in diverse segments of the population, including: racial and ethnic groups; lesbian, gay, bisexual, transgender, and questioning populations; people with disabilities; transition-age youth; and young adults. In addition, certain segments of the population – individuals facing poverty, childhood trauma, domestic violence, and foster care – have historically had less access to services, low utilization of services, and even poorer behavioral health outcomes. Provider shortages, lack of inpatient treatment beds, and limited culturally competent services all contribute to persistent disparities in mental health and substance use treatment, especially in rural areas. Rural areas also have been the hardest hit by growing rates of opioid abuse and overdose. In addition, as our population of older adults continues to grow, so do the distinct risks and needs for that population.

### Challenges

With suicide rates above the national average and 33% of teens reporting symptoms of a major depressive episode in the past year, mental health is significant concern in our counties. Similarly, abuse of alcohol, tobacco, and drugs need to be addressed. Rates of binge drinking among adults in the region is 22%, compared to the state average of 19%. Teens reporting drinking alcohol in the past month number 1 in 10. In Crawford County, 31% of adults smoke, compared to 25% in Roscommon, 21% in Oscoda, and 19% in Michigan overall. Hepatitis C rates - which are strongly associated with injection drug use - are spiking among young adults. Among teens in these counties, about 1 in 6 report vaping in the past month, and about 1 in 8 used marijuana in the past month. Contributing to these problems are ongoing shortages of mental health providers and substance use treatment options.

### Community Voice

Residents said when it came to supporting their health, they want better:

- Access to mental health providers
- Access to substance use treatment
- Response to the opioid crisis and other drugs
- Anti-tobacco policies
- Response to drunk driving

### Cross-sector Collaboration

We will work together with the MiThrive initiative and the Community Health Innovation Region on the development and implementation of a plan to increase access to mental health and substance use disorder services.

### Anticipated Impact of Outlined Actions

#### Goal

Improve mental health and substance use through prevention and by ensuring access to appropriate, quality services and supports.

The actions outlined below will be evaluated on an ongoing basis both internally and in partnership with MiThrive to achieve the greatest community impact.

## Actions the Hospital Facility Intends to Take

### Access to Behavioral Health/Substance Abuse Treatment

- Increase utilization in services to support prevention and/or improvement in mental health and suicide ideation- partner with UpNorth Prevention, Three Lakes Communities That Care, Crawford Partnership for Substance Use Prevention, and the Crawford Roscommon Suicide Prevention Coalition
- Observe the Munson Medical Center Medication Assisted Treatment (MAT) program for opportunities to learn and develop program models for those with Substance Use Disorder (SUD) who present in crisis to the Emergency Department
- Explore the use of the NLCMH Family Assessment & Safety Team (FAST) in the emergency department and clinics helping connect people to resources to get them back to their regular level of functioning. This program is designed to eliminate long stays in the emergency room and prevent unnecessary hospitalization for children age 0 to 20 in crisis
- Explore Behavioral Health – Telepsych initiatives to expand reach of Munson Healthcare services to Crawford, Oscoda, and Roscommon counties
- Continue to support and promote the MedSafe bins for safe disposal of unused medications
- Create flyer identifying medication disposal sites within service area
- Support the initiation of the Syringe Service Program by DHD#10 in Crawford County
- Explore offering Community Sharps Disposal Days
- Participate in the HRSA Rural Communities Opioid Response Consortium
- Support the efforts of the Crawford, Roscommon and Oscoda County TRUST teams to educate the community on Adverse Childhood Experiences, Resilience and initiate Handle with Care programs locally in the community schools, and promote trauma informed care
- Support the efforts of the Crawford Partnership for Substance Use Prevention, Three Lakes Communities That Care and UpNorth prevention regarding anti-vape and vaping awareness campaigns, as well as marijuana use prevention
- Promote Talk Sooner App
- Explore Project ASSERT and Recovery Coach support in the emergency room
- Support Circle of Parents peer support for those in jail- in partnership with the Crawford - Roscommon Child Protection Council
- Offer continued support of Community Paramedicine training
- Collaborate with District Health Dept. #2 through the Community Convener Grant to build partnerships among key stakeholders that will create a data collection process/surveillance on overdoses to identify problems, assess the extent of problems, and monitor progress over time
- Complete depression screening on Munson Healthcare Grayling Physician Network patients per Network Care Guidelines
- Continue to recruit to behavior health providers to serve the behavioral health needs of MHGPN patients, and the greater community
- Offer EAP services to employees of Munson Healthcare Grayling Hospital and Munson Healthcare Grayling Physician Network
- Monitor Emergency Room use for behavioral health related diagnosis, and identify and collaborate on advocacy opportunities to increase access to and payment for behavioral health and substance use disorder services for the residents of Crawford, Roscommon, and Oscoda counties
- Explore alternatives for non-emergent medical transportation for behavioral health patients

### Hospital Facility

Munson Healthcare Grayling Hospital

### Strategic Issue

How do we address basic needs of living to create resiliency and promote equity?

### Brief Description of Strategic Issue

#### Health Equity

Addressing basic needs of living is crucial to improving the conditions in the environments in which people are born, live, learn, work, play, worship, and age. Conditions in the physical and socioeconomic environment have a vital impact on a wide range of health, function, and quality-of-life outcomes and risks.

Lack of access to food, safe and adequate housing for people of all ages, and transportation are the root cause of many serious inequities in health outcomes. Food insecurity and inadequate housing affect low-income and vulnerable residents the most, disproportionately putting them at high risk of many poor health outcomes. Improving these root-causes would make a much longer-term impact on health equity than program interventions like health education classes. Similarly, seniors are disproportionately harmed by these issues. Creating communities that are safe and healthy for seniors improves conditions for other populations as well.

#### Challenges

In the three-county region, 2 in 5 households struggle to afford basic household necessities. The proportion of children living in households below the poverty level ranges from 1 in 4 in Crawford and Oscoda counties to 1 in 3 in Roscommon County. In these counties, 1 in 5 kids did not have consistent access to enough food over the past year. Home renters who spend 35% or more of their household income on rent are at higher risk of housing insecurity and homelessness - including 50% of renters in Roscommon County, 46% in Crawford County, and 37% in Oscoda County. All these factors weaken the ability of families and communities to endure challenges and develop healthy, thriving lives.

#### Community Voice

Residents said when it came to supporting their health, they want and value:

- Services to meet basic needs
- Clean natural environment
- Access to healthy food
- Outdoor and indoor opportunities for physical activity (especially low-cost)
- Improved transportation
- Improved community infrastructure (e.g. housing, sidewalks, community gardens, tobacco-free policies, playgrounds, handicap accessibility)

When surveyed, residents ranked this issue as the most urgent of all the strategic issues identified. 81% of resident respondents agreed that many people in their community struggle to meet basic needs of living.

#### Community Organizations cited the following as significant, growing threats in Northern Michigan:

- Poor quality housing
- No regional plan to set up communities to meet the needs of the aging population
- Threats to water and air quality
- Wages don't keep up with the cost of living; generational poverty
- Lack of affordable childcare

## Anticipated Impact of Outlined Actions

### Goal

Improve the connection and access to resources that assist with basic needs of living for the underserved population in our community.

The actions outlined below will be evaluated on an ongoing basis both internally and in partnership with MiThrive to achieve the greatest community impact.

## Actions the Hospital Facility Intends To Take

### Food/Physical Activity

- Partner with non-profits who have a mission around access to healthy foods, i.e.: Crawford County Christian Help Center, Oscoda County Together We Can Mobile Food Pantry, Oscoda County-St. Bartholomew, Roscommon County Food Pantry, Roscommon County Christian Partnership mobile food pantry, Crawford AuSable School's Food Pantries, St. Vincent dePaul, Michigan State University Extension (MSU-E), and the Food Bank of Eastern Michigan
- Find opportunities to partner with local community gardens, farmers markets, MSU-E to promote access to healthy foods, and programs/initiatives such as Double Up Food Bucks, Summer EBT
- Continue to promote Loop-It pathways
- Continue to support weekly exercise programs offered by Munson Healthcare Grayling Hospital at the Grayling Senior Center on Thursdays and Fridays
- Collaborate with service providers in Crawford, Roscommon and Oscoda County to produce and distribute Food Resource pamphlets
- Promote Council and Commission on Aging Meals on Wheels, and congregate meal programs for local seniors

### Transportation

- Continue to offer transportation assistance for non-emergency medical transportation through our patient needs fund, Resource Coordination Team, AuSable Free Clinic, and partnerships with local county transportation authorities, taxi providers, and private duty transportation providers, utilizing prepaid tokens, tickets, and vouchers
- Facilitate/connect patients with Medicaid to transportation benefits for medical appointments
- Connect patients with transportation assistance from local Senior Centers and Veterans organizations

### Housing

- Hospital leadership will support community efforts to increase affordable housing and address housing policy issues

### Enhancing Health Equity

- Offer financial assistance to qualifying patients
- Provide programing and services to assist with healthcare expenses thus freeing up finances for daily living expenses
  - MHGH Charity Care policy
  - Resource Coordination Team Medication Access Programs
  - Resource Coordination Team Resource Medication Program
  - Advocate for common formulary substitution for lower cost medications
  - Munson Med Program – Inpatient
  - AuSable Free Clinic Voucher program
  - 340B Drug Discount Program
- Provide and/or support medical care services for uninsured persons who are unable to access care quickly and affordably
  - Medication Access Program
  - Resource Coordination Team
  - Medicaid Coordinator and Patient Financial Assistance Coordinator
  - Continued partnership with AuSable Free Clinic
- Provide SDOH screening form to Munson Healthcare Grayling Physician Network patients per guidelines
- Explore deployment of new Cerner PowerForm screening tool for psychosocial needs – Protocol for Responding to and Assessing Risks and Experiences (PRAPARE)



- Provide programing and services to assist with living expenses thus freeing up finances for medical expenses
  - MHGH Patient Needs fund
  - Partnership with District Health Department #10 Community Hub Community Health Worker services.
- Partner with MMAP (Medicare/Medicaid Assistance Program) counselors at local Senior Centers to assist seniors living in service area to decide which options are available and best for the individual
- Promote Advance Care Planning and offer assistance and workshops, in collaboration with community partners, to residents of Crawford, Roscommon and Oscoda County to complete advance care planning documents
- Support and Participate in annual Community Connect events in each county
- Continued support of the Resource Coordination Team's effort to facilitate access to primary care providers in the Munson Healthcare Grayling Physician Network and new patient orientation
- Continued partnership with the AuSable Free Clinic to address the unmet needs in Crawford, Roscommon and Oscoda counties
- Explore offering Community Wellness Wednesday outreach clinics at Grayling, Roscommon and Prudenville Community Health Center locations

## Next Steps for Grayling Hospital

For our top two priority areas, Grayling Hospital 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

This implementation strategy specifies community health needs that Grayling Hospital has determined to meet in whole or in part and that are consistent with our 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 2022, 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.

These strategies and activities will be implemented in coordination with MiThrive and our other community partners.


Improving community health requires a broad focus and coordination among diverse agencies and stakeholders. We will continue to work closely with the MiThrive collaborative to ensure that our implementation strategy and efforts align with broader community efforts.

The goal is to continue to build new partnerships and gather input from more organizations and residents. The process is also the foundation that we will use to continue to collaboratively plan, develop, and foster programs to effectively address those needs in our community.

## Approval and Adoption of Implementation Strategy

On October 21, 2019, the Board of Trustees of Munson Healthcare Grayling Hospital met to discuss the FY 2020-2022 Strategy for addressing the community health needs identified in the June 2019 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy.

By: [Board of Trustees]

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
October 21, 2019  
Date

## Comments and Questions

To share your feedback or comments visit:

**[https://www.munsonhealthcare.org/services/  
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community-health-needs-assessment](https://www.munsonhealthcare.org/services/community-health/community-health-needs-assessment/community-health-needs-assessment)**