



# Community Health Implementation Strategy

Fiscal Year 2013 -2015



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## Introduction

Located in Traverse City, Michigan, Munson Medical Center (MMC) is the largest hospital in the Munson Healthcare (MHC) system and northern lower Michigan, with 391 licensed acute care beds. As one of eight MHC hospitals, MMC is designated as a Rural Referral Center by the Centers for Medicare and Medicaid Services (CMS). MMC is also recognized by CMS as a Sole Community Hospital. Because of this status, it 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 composed of five counties: Antrim, Benzie, Grand Traverse, Kalkaska, and Leelanau. These five counties are considered the community served by the hospital because nearly 67 percent of the MMC inpatient population lives in the primary service area.

### **This implementation strategy will:**

- Describe how MMC plans to sustain and develop community benefit programs that address the prioritized health needs from the **2013 Munson Medical Center Community Health Needs Assessment (CHNA)**
- Describe how MMC will respond to other identified health needs

## Target Areas and Populations

Nearly 167,000 individuals resided in the five-county primary service area in 2010, or roughly 1.7 percent of Michigan's total population. By the year 2020, people age 60 and older are projected to comprise 25 to 33 percent of the five-county resident population, with the fastest growing demographic being those 85 years and older. Population racial makeup is about 95 percent White, 2 percent Hispanic, 1.5 percent Native American, 1 percent African American, and 0.5 percent other.

The five-county region is bordered by Lake Michigan and its many scenic attractions support a thriving tourism industry. Agriculture and small business also are prevalent. While many people visit the area to attend annual cultural and sporting events, the number of people living below the poverty line is high. Many hospitality-based jobs are seasonal and continuous permanent employment is often difficult to find. Unemployment is often in double digits. Many residents lack health insurance coverage because of the temporary and part-time nature of employment. Many businesses have fewer than 50 employees, which can make health coverage expensive to purchase. In many communities, up to 60 percent of school children qualify for free and reduced price lunch, and 45 percent of all births are covered by Medicaid.

Access to health care is a primary challenge because of distance, a limited number of providers currently accepting Medicaid, transportation costs, and a high rate of uninsured and under-insured residents. Significant health concerns include: chronic health conditions inherent in an aging population; increasing rates of obesity and diabetes; substance use and abuse; mental health needs; and high rates of maternal smoking.



## How the Implementation Strategy Was Developed

After collection and synthesis of a wide variety of primary (focus group and key informant interview) and secondary (Healthy Communities Institute) data for MMC the CHNA Steering Committee developed a list of the 35 community identified health issues listed in *Appendix H* of the **2013 MMC CHNA**. The CHNA Steering Committee also included representation from: Kalkaska Memorial Health Center (KMHC), Paul Oliver Memorial Hospital (POMH), Grand Traverse County Public Health Department (PHD), Benzie-Leelanau PHD, District #10 PHD, and Northwest Michigan PHD. After completion of the CHNA health needs were then prioritized. For the complete process, please see *Appendix A* in the **2013 MMC CHNA**.

The MMC Implementation Strategy was then developed based on the findings and priorities of the MMC CHNA including a review of the hospital's existing community benefit activities. The hospital community benefit activities were included in a list of community assets paired with the list of health needs in *Appendix I* of the **2013 MMC CHNA**. The findings and priorities of the CHNA were also presented to all five area county human service collaboratives; several organizations that represent those living in poverty; a group of physician leaders; the Northern Michigan Diabetes Initiative; the Traverse City Area Chamber of Commerce; a group of behavioral health professionals representing multiple behavioral health agencies; and multiple internal presentations to boards, administrators, management, and other interested parties at MMC. These presentations were conducted by the Munson Community Health manager and members of the CHNA Steering Committee. The MMC CHNA, as well as all demographic data and available Health and Quality of Life Indicators collected by Healthy Communities Institute (HCI) is available for review online at [www.munsonhealthcare.org/CHNA](http://www.munsonhealthcare.org/CHNA).

## Major Needs and How Priorities Were Established

With primary data collected by the CHNA Steering Committee through 10 focus groups and 16 key informant interviews throughout the five county area along with secondary data provided by HCI, the CHNA Steering Committee formed a list of 35 health needs as listed in *Appendix H* of the **2013 MMC CHNA**.

The Steering Committee then prioritized the 35 health issues using the following criteria:

- Ability to significantly improve the health of individuals, provide benefit to a significant portion of the population, reduce waste, variation, and health care costs by addressing the issue
- Inclusion in Healthy People 2020 indicating opportunity for improvement in the service area
- Availability of community resources ready, willing, and able to address the problem
- Potential for measurable progress
- Likelihood of sustainability

The Steering Committee presented the recommendations to the Munson Community Health Committee (CHC) for further review and prioritization. The CHC is a Munson Healthcare Board committee that provides focus and oversight to the community health activities of Munson Healthcare. The CHC is made up of board members from Munson Healthcare and system hospitals, as well as area physicians, public health officials, and community members. The CHC meets at least quarterly to review existing programs and services related to current community



health needs, consider the Munson Healthcare response to any emerging health trends as identified by the Community Health Needs Assessment, and review any new community health-based collaboration or program. The CHC is responsible for communicating internally and externally, the significance of Munson Healthcare community benefit programs and services. As they prioritized, in addition to the previously listed criteria, the CHC also considered the following:

- Does this issue align with Munson Healthcare's core principle for community health (improve access to care particularly for uninsured and underinsured, disenfranchised, youth and elderly, or focus on chronic disease prevention and management)?
- Will this issue help us promote efficient use of hospital/healthcare people and resources?
- Is the hospital the most appropriate organization to take a lead role in the particular issue?

CHC recommendations were then presented to the executive leadership of MMC, KMHC, and POMH. Final prioritization was determined by the executive leadership of MMC, KMHC, and POMH and approved by the Munson Healthcare Board of Directors and the Munson Medical Center Board of Trustees. Prioritized health needs were:

- Obesity
- Diabetes
- Maternal smoking
- Access to care for medical, dental, and behavioral health needs, particularly for the uninsured and those with Medicaid, including medication assistance and perinatal and obstetrical services

Munson Medical Center's review of current community benefit as part of the [2013 MMC CHNA](#) (*Appendix I - Community Assets Targeting Identified Health Needs*) indicates that the hospital is meeting existing community health needs through:

- Healthy Futures
- Health screening opportunities
- Health professional education programs
- Medication Assistance (MEDS) program
- Multiple educational programs
- Northern Michigan Diabetes Initiative
- Northern Michigan Perinatal Planning Group and other existing community health programs and services
- Provision of charity care and State Children Health Insurance Program (SCHIP) services
- Support groups

Continuing these community benefit activities was also determined as important to the hospital's implementation strategy.

It is also important to note that because of MMC's direct involvement and partnerships with the community, health needs are continually assessed and opportunities for improvement and collaboration are continuously sought.



## Description of What MMC Will Do to Address Community Needs

Munson Medical Center along with the CHNA Steering Committee reviewed evidenced-based practice data with regard to existing Munson Community Benefit programming. The steering committee also reviewed any ongoing community efforts currently addressing the prioritized health needs that might be expanded upon. Based on this review an action plan was developed to address the prioritized health needs.

In addition, Munson Community Health has presented the results of the CHNA to: all five area county health and human service collaboratives; several organizations that represent those living in poverty; a group of physician leaders, the Traverse City Area Chamber of Commerce, and a group of behavioral health professionals representing multiple behavioral health agencies. In conjuncture with these presentations, the five county collaboratives each developed community health improvement goals spanning 30-days, six to 12 months, and two to three years to address what they can do to support the CHNA prioritized health issues. The five-county regional Poverty Reduction Initiative (PRI) is developing an action plan which will promote healthy lifestyle choices for those neighbors living in poverty. MMC is a member of each county collaborative and PRI and will continue to work collaboratively with them. Other groups who represent seniors, behavioral health, and those who are living in poverty are also interested in exploring how they can work supportively with their clients to address the health priorities.

## Action Plan

### Obesity

While MMC has always offered various programs and activities related to nutrition and activity it has never developed an obesity initiative. Because obesity was identified as a top health risk by youth, minority populations, people in poverty, health care providers, the CHNA Steering Committee, the CHC, Munson executive leadership, the State of Michigan, and the federal government, MMC is responding to the need through the following activities:

- ShapeMichigan Event: The ShapeMichigan event was an initial conversation and call to action on the problem of obesity by MMC and Priority Health (plus many other local community partners) held on November 14, 2012. MMC contributed both a significant amount of in-kind and financial support to conduct this event. The event featured a health expo; segments from the HBO series *Weight of the Nation*; a panelist discussion with physician, school, business, and “healthier communities” experts; and personal and organizational commitments to health by local leaders and individuals. Over 250 community members attended the event with many committing to join a follow-up planning group.
- Community Planning Groups: Munson Medical Center is collaborating with four sectors in the community including:
  - Schools: Area schools, organizations, and other interested individuals to examine current assets, gaps, and school policies related to childhood obesity. From that data a determination will be made if there are opportunities for enhancing what is being done or possibly developing something new.
  - Health Care Providers: Providers, the Northern Physician Organization, and other interested individuals to assess the needs of health care providers as they address obesity in their patient populations. Appropriate action will be taken as indicated.



- *Business*: The Traverse City Area Chamber of Commerce Health Committee to develop ways the business community can address obesity in the workplace. Members of the Chamber Health Committee and individuals who indicated a willingness to participate in this workgroup will work on developing a plan to assist area business in options to improve their company employee wellness specifically regarding obesity.
- *Community At-Large*: United Way, Michigan Land Use Institute, Traverse Area Recreational Trails (TART), Parks and Recreation departments, the Grand Vision, health departments, and others to look at creating a healthier community through access to healthy food and opportunities to increase physical activity. A meeting with individuals who indicated interest in this area at the ShapeMichigan event will be convened to assess, inform, and explore opportunities in this area.
- Support The Michigan Health and Wellness 4x4 Plan, which contains Michigan's priorities for obesity prevention.
- Explore the feasibility of developing a speakers' bureau to present the *Weight of the Nation* HBO videos to the public.
- Continue to promote awareness of obesity and available interventions through media opportunities.
- Continue to promote breastfeeding through Healthy Futures (for a description of Healthy Futures, see perinatal and obstetrical access section) in partnership with the health departments, as well as MMC lactation consultants and lactation support groups.
- Continue Munson Healthy Weight Center and its team, led by a physician committed to improving the health of all residents of northern Michigan. Under physician leadership, behavioral health specialists, registered dietitians, and exercise physiologists work together to develop an individualized program that will help make lasting, healthy lifestyle changes. The Healthy Weight Center programs focus on weight loss techniques, dietary plans, exercise programs, behavior modification, and educational lectures. While the Munson Healthy Weight Center is not new, MMC is looking for ways to expand and enhance it to reach more individuals in need of services.
- Continue the Munson *mywellness* program for employees: Begun in July 2013, *mywellness* is a workplace wellness program whose mission is to support employees in their wellness journey, improve the collective health of our workforce, and model to our community a worksite culture that supports and inspires healthy lifestyle choices. The program includes diverse resources and programming around physical activity, nutrition, and general wellbeing.
- In conjunction with all the other Munson Healthcare hospitals, MMC has signed the Michigan Hospital Association (MHA) Healthy Hospital Food Pledge. By January 1, 2013 MMC completed the first three stars of the initiative:
  - Default of non-select pediatric patient menus for children age 2-18 to meet the American Heart Association Guidelines
  - Transitioned to healthy beverages. The default choice on pediatric trays is milk or water. When juice is served, it is only 100 percent fruit juice. When serving milk, it is recombinant bovine growth hormone free, non-fat (skim) or low-fat milk when deemed medically appropriate. Beverages are only served in Bisphenol A (BPA) free containers and/or reusable cups. The healthy beverage transition should also be applied to adults when applicable.
  - The nutritional content in cafeteria offerings is labeled



- MMC will also support the Michigan Good Food Charter and has committed to purchase at least 20 percent Michigan grown and produced foods by January 1, 2020.

**Anticipated Impact:** MMC seeks to raise community awareness regarding the complications and long term impact of obesity both in adults and children. To do this, we are engaging community partners to identify assets and gaps. With community partners we will develop workgroups to examine what actions and policy changes we may take as a community to influence nutritious food choices and appropriate activity levels that best assist in helping people get to and maintain a healthy weight.

## Diabetes

- Northern Michigan Diabetes Initiative (NMDI): Established in 2006, the Northern Michigan Diabetes Initiative is a 12-county regional collaboration dedicated to prevention, early detection, and management of diabetes. The mission of NMDI is to reduce the prevalence of diabetes and improve the care of people with diabetes. NMDI does this by engaging and providing local, regional, and national resources to develop and implement an improvement plan for the prevention and management of diabetes. MMC contributes financial and fiduciary support of NMDI. Priority Health is also a major sponsor. In addition to two medical directors, communication with partners, fiscal management, resource development, evaluation and program reporting needs are covered by a program coordinator, with the oversight of a program manager, support of an administrative assistant, who are employed by Munson Medical Center.

NMDI offers programs and services to the community, patients and healthcare providers. NMDI recently implemented an extensive media campaign that includes: two television commercials related to diabetes prevention and diabetes management, a new website, and print materials for providers and patients. Recently, NMDI partnered with regional HeadStart and day care centers to offer the Healthy Family Backpack Program. Incorporating the national 5-2-1-0 campaign message, children take home a backpack with a healthy message children's book and a folder with nutrition education, easy healthy recipes, and portion control information. As part of the program, families are asked to set a healthy family goal to work on. In fiscal year 2012, more than 200 families were reached at 14 sites.

NMDI also developed an Educational Outreach Visit (EOV) program. This program pairs an endocrinologist and primary care provider together to see patients with diabetes as a team. Nine months following the site visit, statistically significant reduction in median LDL and urine microalbumin:creatinine were demonstrated in previously-uncontrolled patients. A trend toward improvement in median A1c was noted. Eighteen months after the visit, the effect was sustained. Total diabetic education referrals from the participants increased 23 percent following the site visit.

Each year NMDI holds a planning meeting to determine priorities for the upcoming year. The 2012-13 objectives are:

- Continue our type 2 diabetes prevention and awareness campaign
- Educate physicians through our innovative one-on-one training with an endocrinologist





- Educate nurses and dietitians on gestational diabetes
- Work with schools to address the obesity epidemic
- Tackle wellness policy change within local worksites

These objectives will be evaluated and a new work plan developed at a planning meeting in the summer of 2013.

- **Diabetes Self-Management Education (DSME):** Continue to educate and promote the need for DSME with physicians. Diabetes education is a critical piece of good diabetes management. Many hospital-based programs provide this service to patients. NMDI works to promote these classes and appointments as they fill an important gap caused when physicians are unable to provide adequate education in the short time they are given to see their patients. In addition, NMDI provides supportive educational materials/brochures needed by diabetes education programs at MMC and other MHC system hospitals.

**Anticipated Impact:** As a lead partner in the NMDI, MMC is dedicated to the prevention, early detection, and appropriate management of diabetes.

### Maternal Smoking

While MMC always assesses, educates, and supports all patients in their efforts to quit smoking, a comprehensive review of why our area has a higher than baseline rate of smoking in pregnant mothers and what actions are needed to decrease the rate is new.

- A meeting was held to assess and develop opportunities with Health Departments, Munson Healthy Futures program (for a description of Healthy Futures see perinatal and obstetrical access section), and the Great Start Collaborative to focus on maternal smoking prevention. Great Start is Michigan's early childhood initiative which coordinates programs, services and funding aimed at children from birth to five years old. Appropriate action will be taken as indicated.
- Promote the State of Michigan Tobacco Quit Line for Pregnant and Postpartum Women
- A focus group was convened by MMC and health departments on March 8, 2013 with Healthy Futures nurses regarding what is working/not working to help pregnant moms quit smoking. Public health staff will look at Maternal Infant Health Program (MIHP) data to assess if there is a decrease in smoking rates when a client becomes pregnant. Ninety percent of MIHP clients are enrolled in Healthy Futures.

**Anticipated Impact:** MMC seeks to raise community awareness regarding the complications and impact of maternal smoking in pregnancy. To do this we are engaging community partners to identify aids and barriers that help pregnant mothers quit smoking.

### Access to Care

Access to care for medical dental and behavioral health needs, particularly for the uninsured and those with Medicaid, including medication assistance and perinatal and obstetrical services were also found to be a priority.



## Uninsured and Those with Medicaid

- Continue provision of Munson Charity Care
- As a member of Michigan Health and Hospital Association (MHA), continue to support Medicaid expansion as defined in the Affordable Care Act as this will increase access among those least able to afford health care.
- Continue to support the Traverse Health Clinic as a primary provider to those with Medicaid and the uninsured as the clinic applies for Federally Qualified Health Center (FQHC) Look Alike status and subsequent FQHC status:
  - With substantial financial support for clinic operations while they develop a long range plan to sustain operations
  - On the FQHC look alike application joint taskforce
  - As a member of the Traverse Health Clinic Board
  - As Medicaid expansion occurs January 1, 2014
  - In partnership with the Family Practice Clinic to strengthen physician services during clinic hours, consultation services, and management of the Traverse Health Clinic inpatients
- Munson Family Practice Residency Program and Clinic: The Munson Family Practice Center (MFPC), in partnership with Michigan State University, is a state-of-the-art family practice office that also serves as an educational facility. All ages are treated, from newborns to seniors, and 34 percent of patients are covered by Medicaid. Medical care is provided by residents (specialists-in-training), faculty physicians, and nurse practitioners. The residents have completed medical school, have earned medical degrees, and are practicing in a supervised setting as they prepare for board certification as family practice specialists. At all times, their work is under the direct supervision of one or more experienced, board certified faculty physicians. Medical residents often stay in the area once they complete their residency and start to practice locally.
- Continue to work on strengthening primary care base with recruitment, retention, and I/T support
- Continue to provide Munson HealthLink, the physician and community resource and referral center, to deliver appropriate referral sources for patients in need. Munson HealthLink maintains data on all of the physicians and allied health professionals for each of the eight Munson Healthcare facilities and 12 additional hospitals over 25 counties, including those accepting new patients and their participating insurances. HealthLink also schedules follow up appointments for those patients who are about to be discharged from Munson Medical Center and who don't have an already-established primary care physician. Additionally, HealthLink assists with providing their customers, whether consumers or medical professionals, information on both Munson-owned and community resources, as well as registering consumers for free community seminars presented by physicians.

**Anticipated Impact:** Through the above interventions, we will continue to improve the efficiency and effectiveness of the health care system for the community, especially for those with the greatest need.



## Medication Assistance

- Medication Assistance (MEDS) program: Since 1999, the MEDS program has facilitated the acquisition of medications for MMC patients being discharged who are unable to afford them. The MEDS program assists in the acquisition of these medications by enrolling patients into pharmaceutical company-sponsored assistance programs. Patients discharged from the hospital are provided with a one-month supply of the covered medications, with an additional three-month supply provided when the patient brings in proper documentation of need for assistance. The MEDS program also enrolls patients in need of medication that must be provided through the Infusion Clinic for patient access to chemotherapeutic cancer treatment. Both uninsured and underinsured individuals are served.
- Consideration of Possible Expansion Opportunities: The MEDS program is exploring the expansion of the current program to assist patients needing medication at the hospital owned cardiology, endocrinology, and oncology practices. The MEDS program is also exploring how it can assist partnering hospitals Kalkaska Memorial Health Center and Paul Oliver Memorial Hospital.
- Charity Medications: MMC provides a significant amount of charity medications to the Traverse Health Clinic.

**Anticipated Impact:** An inability to afford medications is a frequent cause of non-compliance, especially among the elderly, underinsured, and uninsured patients. MMC seeks to provide efficient, effective care by helping those with the greatest need obtain the medications needed to keep them in optimal health.

## Behavioral Health

- Access for Children: Pine Rest, MMC, and Community Mental Health are conducting a feasibility study for a crisis residential treatment facility to improve access for children in the northwest Michigan area.
- Adolescent Health Clinics: all offer behavioral health services onsite through a contracted third party (mostly Third Level Crisis Intervention Center). MMC participates on the advisory boards of two adolescent health clinics operated by one of the local health departments. The adolescent health clinics have been in existence for over seven years.
- Collaboration with Crystal Lake Clinic: MMC is exploring with Crystal Lake Clinic the feasibility of offering integrated services at multiple Crystal Lake Clinic sites.
- Collaboration with Traverse Health Clinic: Significant financial support of the Traverse Health Clinic which provides behavioral health services
- Expansion of Behavioral Health Network: The Behavioral Health Network is a collaboration of Munson Behavioral Health, Catholic Human Services, Child and Family Services, Third Level, and Northern Lakes Community Mental Health (CMH) that has provided behavioral health assessment, referrals, and consultation services on site at the Traverse Health Clinic for more than three years. The Traverse Health Clinic will add a satellite clinic at the Northern Lakes CMH site in Traverse City in 2013 to assist in providing coordinated medical and behavioral health services. The Behavioral Health Network will provide services there as well.

- Michigan Child Collaborative Care Program: MMC continues to support pediatrician and family practice physician consults (phone/teleconference) with pediatric psychiatric specialists at University of Michigan. Since 2012, several area physicians are using the service and are very satisfied. Other providers will be encouraged to utilize this service. The Grand Traverse County Health Department's Youth Health and Wellness Center is the pilot program for midlevel provider access statewide.
- Outpatient Behavioral Health Services: In October of 2012, MMC began offering outpatient behavioral health services for those with mild to moderate disease. Many of the patients being seen are uninsured or underinsured with limited means. In addition, patients often travel an hour or more to obtain services because of the lack of psychiatrists in the region. Because the clinic is soon expected to reach capacity, expansion of Munson Outpatient Behavioral Health is anticipated with the addition of a new psychiatrist in July. Therapists within Behavioral Health are supporting the psychiatrist.

**Anticipated Impact:** Behavioral health needs are part of comprehensive health care, with children and those in poverty often being the most vulnerable. MMC seeks to work with and maintain open dialog between the many partners of the behavioral health system to offer the most seamless, comprehensive care available. This in turn will promote efficiency and effectiveness.

## Dental

- Significant financial support of the Traverse Health Clinic, which provides dental access for the uninsured
- Explore opportunities to collaborate with Dental Clinics North (DCN); Traverse Health Clinic; and others to expand dental care to those in poverty
- Explore a simpler process for dental referrals with a coordinator at DCN (as yet to be hired) and incorporate this process into Munson's HealthLink and educate health care providers on its use
- Continue charity care for those who qualify financially and need anesthesia support for dental care (under age four and developmentally impaired)

**Anticipated Impact:** By being part of the conversation MMC seeks to be able to create community awareness of dental services already available.

## Perinatal and Obstetrical Services

- Healthy Futures: The Healthy Futures program seeks to ensure that every expectant mother and child under age two in the eight -county northwest Michigan service areas has everything they need for a healthy beginning. By ensuring access to health care and community resources, health is improved. With a focus on breastfeeding, immunization, and access to health care provider services as key maternal and child health promotion strategies, the project provides individualized education, referral, and support services at no charge.



Established in 1997, Healthy Futures is a partnership of more than 100 area health care providers (obstetricians, pediatricians, and family practice providers), four district and county health departments and three hospitals (MMC, Mercy Hospital Cadillac, and West Shore Medical Center), with MMC staff providing central coordination and program administration. Funding partners include Munson Healthcare, the Benzie-Leelanau District Health Department, the Grand Traverse County Health Department, District Health Department #10, and the Health Department of Northwest Michigan.

Healthy Futures is unique because there are no income or risk qualifications for targeted families. Furthermore, it enjoys exceptionally high participation and satisfaction rates because families are able to control the amount of information and intervention they receive. Trusting long-term relationships are modeled between clients and health care providers that may exist thru several pregnancies. Affiliation and information sharing between care providers in a true “together we can” approach, leads each partner to use their expertise and resources for maximum impact.

- Northern Michigan Perinatal Integration Planning Group: The Northern Michigan Perinatal Integration Planning Group began in 2010 following the closure of multiple hospital OB departments in a 21-county area of northern Michigan. MMC convenes and provides financial and planning personnel and support for this group.
  - Northern Michigan is unique because it has 5 percent of the state population, 5 percent of state births (5,000 births per year), and more than 20 percent of the state’s land mass. MMC has the only Neonatal Intensive Care Unit serving the region. Medicaid OB cases across Northern Michigan range from 45 – 75 percent of all births and are managed by private practices at a lower reimbursement rate than elsewhere in the state. Often, Medicaid is only a temporary insurance for these young women and follow-up and primary care can be difficult.

**Work plan goals are:**

- Safe care and good outcomes across our rural area
- Low risk for moms, babies, physicians, and hospitals
- Best use of resources

**Progress so far includes:**

- Collaborating with local health departments who provide services such as: WIC; immunizations; and the Maternal Infant Health Plan (MIHP). The MIHP program addresses issues such as: maternal depression, domestic violence, substance use, infant care and developmental screening, and transportation issues for those who are eligible. Without these services there would be much larger gaps in care and local health departments are essential for coordinating care in the perinatal period.
- Participation in a Robert Wood Johnson Foundation Learning Collaborative designed to streamline the sharing of services across Health Department jurisdictions.
- The exploration of a 21-county Fetal Infant Mortality Review
- The Northern Michigan Pediatric Coalition- continuing education and networking support for physicians and hospital staff related to infant care through the Northern Michigan Pediatric Coalition

- A teleconnected Maternal Fetal Medicine clinic in Cadillac, MI (>50 high risk pregnancies per year)
- And discussions with the Michigan Association of Health Plans related to Medicaid HMO's and necessary improvements for the temporarily insured pregnant woman to reduce low birth weight infants and infant mortality across the 21-county region.

**Anticipated Impact:** The Northern Michigan Perinatal Integration Planning Group seeks to construct a sustainable integrated network to deliver perinatal care in northern lower Michigan that builds upon an existing structure of care and results in: reduced infant mortality, reduced low birth-weight babies, provision of appropriate prenatal care, and reduced costs. The Healthy Futures program will continue to promote relationship-based care to promote a healthy pregnancy for mother and baby, as well as a healthy, successful family beginning.

### Support for Other Identified Community Health Needs

Munson Medical Center is also meeting other identified community health needs with existing programs or as a partner in many collaborative community efforts. MMC 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.

- Access to Treatment for Substance Abuse/Increased Levels of Substance Abuse: MMC has an Alcohol and Drug Treatment Program that is a subsidized health service. It also participates on the area prescription drug abuse taskforce and the Perinatal Substance Use Taskforce.
- Children without Health Insurance: MMC participates on the advisory boards of two adolescent health clinics operated by one of the local health departments. Multiple MMC departments also help families apply for Medicaid and SCHIP services.
- Deaths from Cancer: MMC offers state of the art cancer care services and supports educational sessions, screenings, financial assistance for mammography, support services, a Navigator program, a tumor registry, and cancer research.
- Deaths related to Stroke: MMC has been recognized as a Primary Stroke Center by the Joint Commission.
- Improvement of Senior Support Services: Munson Home Health offers a complete range of skilled professional services on a short-term basis for patients confined to the home due to illness or injury, including certified nursing; physical, speech, and occupational therapy, home infusion, home health aides, and medical social worker services. Munson Home Care is Medicare, Medicaid, and Blue Cross certified, and most insurances are accepted. Munson Private Duty offers customized in home personal care, nursing, and other skilled care services to fit the client's need. Munson Hospice offers in-home hospice services designed to assist the terminally ill and their loved ones, while Munson Hospice House provides services to those who need end-of-life assistance not available in their own home or other care settings.
- Senior Case Management/Integrated Care: MMC supports an outpatient Geriatric Assessment Clinic that offers care coordination for individuals over age 55 that have early



signs of cognitive disorders, dementia, or Alzheimer 's disease. The program serves a 33-county area and the care coordination focuses on assessment and referral of the patient to services that allow them to continue to live safely and comfortably in their home and prevent costly inpatient hospitalization.

MMC also collaborates as needed with the agencies that have the most expertise in and provide the majority of senior support services, such as Area Agency on Aging, Bay Area Senior Advocates, area senior centers, Northwest Community Action Agency, Commission on Aging, Grand Traverse Pavilions, as well as various other long-term nursing facilities and home care services.

- Case Management/Integrated Care: MMC provides case management/integrated care in several specialty populations such as:
  - *The Northern Michigan Regional Bleeding Disorder Center*: Care coordination for bleeding disorder clients over a 21 county area
  - *Thomas Judd Care Center*: Case management for those living with HIV/AIDS in a 26 county area
  - *Developmental Assessment Clinic*: Case management and referrals for premature infants through the
  - *Pediatric Rheumatology and Cardiology Clinic*: providing more local access for specialty services that would take clients two or more hours to reach.
  - *Medication Management Program*: MMC provides this program for those using multiple medications so they are better able to manage their chronic conditions by taking their medications in an optimal manner.
- Chronic Respiratory Disease: MMC is a member of the Northwest Michigan Asthma Coalition
- Data Sharing: MMC supports an EMR with a planned acquisition of data registry software in collaboration with physician organizations and planned implementation of a Health Information Exchange
- Food and Nutrition for Those in Poverty: MMC donates soon-to-expire nutritious fresh food to Food Rescue of Northwest Michigan who distributes it to area food pantries, shelters, and community meals programs. Food Rescue of Northwest Michigan is a program of Goodwill Industries of Northern Michigan. MMC dieticians offer community education on healthy food preparation at a variety of health fairs and community settings.
- Preventative Care: MMC supports an extensive Community Health Library that seeks to promote health literacy using up-to-date, reliable resources in a multimedia format, as well as an extensive health educational speaker's series at no charge. MMC supports many other health educational offerings related to nutrition, activity, and healthy living, as well as a weekend immunization clinic for Federal Vaccines' for Children program eligible children.
- Poverty: MMC is a member of the five county Poverty Reduction Initiative, as are a multitude of area organizations. Together we seek to reduce area poverty through a variety of workgroups and educational events. Participating organizations are listed in *Appendix I - Community Assets Targeting Identified Health Needs* in the **2013 MMC CHNA**.
- Suicide: MMC participates on a suicide taskforce with multiple behavioral health providers
- Teen Pregnancy: MMC assists teens during a pregnancy through the Healthy Futures program and efforts that are underway through the Northern Michigan Perinatal Integration Planning Group. MMC is also a member of the Great Start Collaborative and Infant Mental

Health Initiative, which provides parental and professional education and support around child development. Pregnancy prevention is supported by the four area adolescent health clinics, four local health departments, and the local Planned Parenthood, therefore it is not necessary for MMC to duplicate these services.

- Transportation for Medical Needs: MMC supports transportation for indigent patients receiving dialysis, cancer services, and patients being discharged without any other possible means.
- Unemployment: MMC is the largest employer in the region and a member of the Traverse City Area Chamber of Commerce. MMC also provides a significant portion of the regional professional student education clinical time in medical, nursing, and allied health professions.
- Unintentional Injuries and Lack of Personal Protective Equipment: With help from grant dollars from Kohl's Cares, MMC provides financial and in-kind support related to Safe Kids North Shore and Kohl's - 4 Season Safety which provides personal protective equipment, car seat checks, public service announcements on the radio, and child safety education for children.
- Violent Crime: MMC provides the sexual assault forensic examiner (SAFE) and sexual assault nurse examiner (SANE) programs free of charge. MMC also provides telemedicine forensic exams in conjuncture with the University of Michigan and the Traverse Bay Children's Advocacy Center when a child is suspected of being sexually abused. This service is free of charge.

### **Priority Needs Not Being Addressed and the Reasons**

While MMC assesses and supports smoking cessation efforts for their employees through the *Health by Choice* program, encourages all patients to quit, and maintains a tobacco free campus, it does not currently offer any smoking cessation/counseling programs because it seeks to avoid duplication of services. Currently, community programs are offered by the Traverse Bay Area Tobacco Coalition and the adolescent health clinics, which offer individualized quit plans for the population they serve. MMC does offer printed and electronic resources to patients and employees who express the desire to quit using tobacco and refers them to the State of Michigan website which offers resources and tips for quitting, as well as the ability to create a personalized plan.

MMC does not directly address housing issues (affordability, foreclosure, vacancies). This priority did not meet the defined evaluation criteria and it was determined internally that MMC does not have the ability to directly affect change within this need, nor are there system resources available to influence change. It was also determined there are other community organizations better aligned to address this priority. MMC is, however, a member of the five area county collaboratives which include representation from agencies that address housing issues such as Northwest Community Action Agency, the Michigan State Housing Development Authority, and the Grand Vision.

### **Next Steps for Munson Medical Center**

For each of the priority areas – Obesity, Diabetes, Maternal Smoking, and Access to Care –



MMC 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
- Develop and execute work plans

### Approval

This implementation strategy was reviewed and recommended for approval by the Munson Medical Center Board of Trustees by the Munson Community Health Committee. The Munson Medical Center Board of Trustees gave approval.

By: Rex Antinozzi, MD, Chair  
Munson Medical Center Board of Trustees



Signature

May 22, 2013

Date