



2019

Cadillac Hospital Community Health Needs Assessment Implementation Strategy

For Lake, Missaukee, Osceola
and Wexford 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 Cadillac 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 Cadillac 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.

Next, we needed to prioritize 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. Next, we 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

Cadillac 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, Cadillac 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 Cadillac 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% (Wexford) to 41% (Lake) 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 range from 12% in Wexford County to 23% in Missaukee County. Teens reporting drinking alcohol in the past month number 1 in 10 in Lake County and nearly 2 in 10 in Wexford County. In Lake, Missaukee, Osceola, and Wexford counties, 1 in 4 adults is a current smoker - a rate higher than the national average (17%). Hepatitis C rates, which are strongly associated with injection drug use, are spiking among young adults. Among teens in these counties, about 1 in 8 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 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

- Seek opportunities to increase utilization in services to support prevention and/or improvement in mental health and suicide ideation.
- Utilize the Family Assessment & Safety Team (FAST) a mobile mental health crisis response team 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.
- Utilize telemedicine to contract with Pine Rest for psychiatric services to service patients not able to receive community mental health services. This will be done in partnership with primary care.
- Support behavioral health services to include Masters level social workers at Mackinaw Trails Pediatrics, Cadillac Primary Care and Mackinaw Trail Middle School. Cadillac Primary Care Practice will include a PhD Psychologist.
- Support Behavioral Health Community Collaborative efforts to increase knowledge and understanding of Adverse Childhood Experiences (ACES) and resilience on behavioral health, physical health, education, and employment outcomes.
- Support efforts of the Wexford Physician Hospital Organization (PHO) to complete Adverse Childhood Experiences and Resiliency Services (ACES) screenings on the 1st, 5th and 9th grade students attending Cadillac Area Public Schools.
- Munson Healthcare Cadillac OBGYN: Train staff on completing ACEs and resilience screenings on all new patients who are expectant mothers.
- Offer employee assistance programs (EAP's) along with education and encouragement to take advantage of this assistance.

Opioid Stewardship

- Prevention/Education
 - Prevent drug misuse and overdoses in northern Michigan by supporting a MedSafe medication disposal container in the main lobby of the hospital. This container will provide our community members with a place to dispose of unused or expired medications.
 - Continue to support the regional Opioid Stewardship Committee.
- Inpatient Management/Access
 - Observe the MMC 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

Hospital Facility

Munson Healthcare Cadillac Hospital

Strategic Issue

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

Brief Description of Strategic Issue

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. These basic needs are the root cause of many serious inequities in health outcomes. Needs like food insecurity and inadequate housing affect low-income and vulnerable residents the most, disproportionately putting them at high risk of many poor health outcomes. 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 four-county region, about half of households struggle to afford basic household necessities. The percentage of children living in households below the poverty level is 40% in Lake County, 22% in Missaukee County, 34% in Osceola County, and 25% in Wexford County. In Lake, Osceola, and Wexford Counties, more than 1 in 5 kids did not have consistent access to enough food over the past year. The percentage of children eligible for free or reduced price lunch is 56% in Missaukee and Osceola Counties, 58% in Wexford County and 92% in Lake County. Home renters who spend 35% or more of their household income on rent are at higher risk of housing insecurity and homelessness - including 51% of renters in Lake County, 37% in Wexford County, and 43% in both Missaukee and Osceola Counties. 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.

Cross-sector Collaboration

We will work together with the MiThrive initiative and the Community Health Innovation Region on development and implementation of a plan to provide those in need with the connections necessary to access resources available to support basic needs of living.

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

- Support non-profits who have a mission around access to healthy foods, improving education, achieving financial stability and promoting healthy lifestyles
- Support the expansion of FitKids 360 program
- Support the expansion of Prescriptions for Health program
- Support the implementation of healthy food policies in the schools. Wexford Physician Hospital Organization (PHO) summer interns will research current state and make recommendations for change
- Continue to provide the opportunity to Munson Cadillac employees to participate in Community Supported Agriculture shares.
- Provide support to the organization for Shape Up North
- Provide support to the regional Northern Michigan Diabetes Initiative

Transportation

- Support Cadillac Wexford Transit Authority as a source of transportation.
- Continue to offer transportation assistance through community benefit fund

Housing

- Support community efforts
- Contribute leadership in support of the Michigan Alliance for Economic Success efforts around housing needs

Enhancing Health Equity

- Provide financial assist to qualifying patients.
 - Charity Care policy
 - Patient Needs fund
- Social deterrents of health screenings will be completed at primary care offices with referral to either internal care managers for medical needs or to the community health workers at the health department for social needs.
- Hospital case managers and ED coordinator will partner with community health workers to identify the social and structural determinants of health that could be affecting patients.
- Provide care coordination to connect patients with unmet needs to a Community Connections HUB offering assistance with access to healthcare, transportation, food, housing, and more.
- Provide and/or support medical care services for uninsured persons who are unable to access care quickly and affordably.
 - Medication Assistance Program
 - Stehouwer Free Clinic
 - Medication Access Program

Next Steps for Cadillac Hospital

For our top two priority areas, Cadillac 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 Cadillac 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

This implementation strategy was reviewed and recommended for approval by Cadillac Hospital Community Health Committee of the Board on October 10, 2019. Munson Healthcare Cadillac Hospital Board of Trustees gave approval on October 1, 2019.

By: [Board of Trustees]

Owen Roberts

Signature

October 10, 2019

Date

Comments and Questions

It takes all of us to make our community healthy. To share your feedback on our 2019 Community Health Needs Assessment Implementation Strategy, please email your questions and comments to cadillachospital@mhc.net.