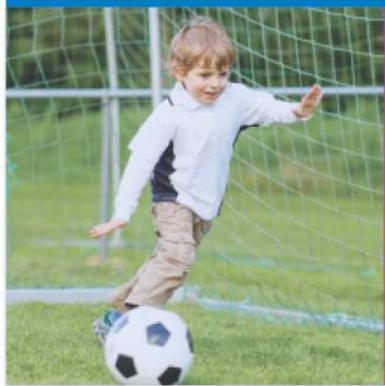


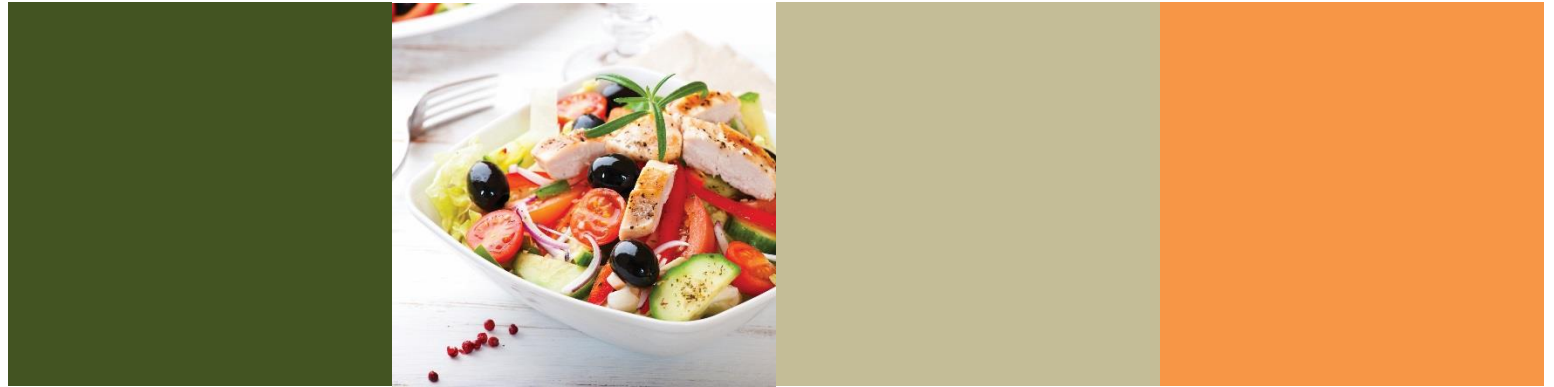


2016

Community Health Needs Assessment Implementation Strategy

Lake, Osceola, Missaukee, and Wexford Counties





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Introduction

Munson Healthcare Cadillac Hospital completed a comprehensive Community Health Needs Assessment (CHNA) from February 2015 – April 2016, which was adopted by the Cadillac Hospital Board of Trustees on June 7, 2016. The findings are published on Munson Healthcare Cadillac Hospital website <http://www.munsonhealthcare.org/CHNA>. Munson Healthcare Cadillac Hospital performed the CHNA in adherence with the requirements of the Patient Protection and Affordable Care Act of 2010. The process was inclusive and transparent, involving leadership from Munson Healthcare Cadillac Hospital Community Health Committee of the Board, District Health Department #10, along with representation from multiple Wexford/Missaukee Human Service organizations, various key stakeholder groups, and community members.

The CHNA included collection and review of the most recent data from secondary sources such as the US Census Bureau, Michigan Department of Health & Human Services, Michigan League for Public Policy, and Centers for Disease Control and Prevention

Munson Healthcare Cadillac Hospital completed an Implementation Strategy that was adopted by the Hospital Board of Trustees on November 1, 2016.

Hospital Information and Mission Statement

Munson Healthcare Cadillac Hospital is located in Cadillac, Michigan and situated in Wexford County. The hospital serves more than 63,000 people in Wexford and Missaukee counties, as well as portions of northern Osceola and Lake counties. Wexford and Missaukee counties are considered our “community” because a majority of the Munson Healthcare Cadillac Hospital inpatient population resides within this area.

The service area of Munson Healthcare Cadillac Hospital is encompassed by District Health Department #10, in addition to the counties of Mecosta, Newaygo, Oceana, Mason, Manistee, Kalkaska, and Crawford.

Our Mission

Munson Healthcare Cadillac Hospital and its partners work together to provide superior quality care and community health.

How the Implementation Strategy Was Developed

Munson Healthcare Cadillac Hospital resources and overall alignment with the hospital’s mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process. A list of health needs was developed by reviewing survey data, secondary data, and feedback from the community conversations.

Major Needs and How Priorities Were Established

On April 15, 2016 the Munson Healthcare Cadillac Hospital Community Health Committee of the Board, reviewed primary and secondary data along with Health Issue Briefs and a summary of health issues for Wexford and Missaukee counties that identified 34 significant health needs.

During the prioritization process the Committee considered the following:

- Does this issue align with Munson Healthcare’s core principle for community health (improve access to care, especially 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/health care people and resources?
- Is the hospital the most appropriate organization to take a lead role in this particular issue?

The Committee prioritized the health issues by using the following criteria:

- The ability to improve the health of the community and provide benefit to a

significant portion of the population impacted by the problem

- The availability of resources: Hospital capabilities, infrastructure, and financial resources
- The potential for measurable progress
- The likelihood of sustainability

Munson Healthcare Cadillac Hospital aligns health priorities with the areas of greatest identified need and considers where the Hospital's resources will generate the greatest impact. Our commitment to improving the health and well-being of our community will be demonstrated through the deliberate planning of community benefit activities.

Following review of the Health Issue Briefs, which summarized data collected related to each of the following issues, the Committee identified as its focus for community health improvement:

- Access to Healthcare
- Chronic Disease
- Maternal, Child, Infant Health

Description of What Munson Healthcare Cadillac Hospital Will Do to Address Community Need

Munson Healthcare Cadillac Hospital has developed three distinct action plans to address identified needs, which are outlined on the pages that follow.



Action Plan: Access to Health Care

Brief Description of Need:

Results from “What Matters to You” survey from both community members and healthcare providers show a shortage of providers in the area. This includes primary care physicians, dentists, specialists, and mental health workers. A shortage of primary care physicians in the area represents a barrier for many people managing their health. Physicians from Wexford County serve many Missaukee, Osceola and Lake County residents due to minimal providers in these counties.

- In Wexford County 12.6% of the population under age 65 is uninsured with 19.7% in Missaukee County compared to the State of 10%.
- In Wexford County, 23.5% of the adult population and Missaukee County, 25.8% of the adult population report not having a primary care provider.
- 34% of adults in Wexford County and 27% of adults in Missaukee County report no dental visit in the past year.

Goal:

Improve access to comprehensive, quality health care services for community members who are uninsured or underinsured.

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

- Explore physician recruitment strategies including recruitment, retention and IT support.
- Explore opportunities to expand telemedicine locally.
- Continue to explore opportunities to decrease the inappropriate use of the emergency department.
- Support area non-profits in providing healthcare to the underserved in our community.
- Partner with Catholic Human Services to engage a Community Health Practitioner to provide case management services to those presenting to the hospital having a substance abuse and/or mental health condition.
- Support the Physician Hospital Organization Care Coordination program.
- Provide health insurance enrollment assistance through Health Insurance Marketplace and Healthy Michigan Plan.
- SOAR Coordinator, Medicaid Coordinator and Payment Options Coordinator are available onsite to assist patients who are uninsured or underinsured with access to care and payment issues.
- Provide medication assistance for Munson Cadillac patients being discharged who are unable to afford them.
- Continue provision of charity care.
- Provide transportation vouchers to patients who cannot afford transportation to/from health care appointments or hospital related care.
- Offer influenza vaccination clinics onsite open to community members.

Anticipated impact of outlined actions:

- Increase in the number of people reporting that they have a primary care provider in the service area.
- Improvement in the number of insured residents in our service areas.

Plan to evaluate the impact:

Review annual county health rankings that measure access to healthcare, the ratio of primary care providers to patients.

Programs and resources the hospital plans to commit:

- Support our primary care base with recruitment, retention and IT support.
- Ensure a SOAR Coordinator, Medicaid Coordinator and Payment Options Coordinator are available onsite to assist patients who are uninsured or underinsured with access to care and payment issues.
- Continue to support the Wexford/Missaukee Physician Hospital Organization.
- Partner with Catholic Human Services to engage a Community Health Practitioner to provide case management services to those presenting to the hospital having a substance abuse and/or mental health condition.

Collaborative partners:

- Adolescent Wellness Centers
- Catholic Human Services
- District Health Dept. #10
- Stehouwer Free Clinic
- United Way - 211
- Wexford/Missaukee PHO

Action Plan: Chronic Disease

Brief Description of Need:

High rates of obesity, diabetes, tobacco use, and cardiovascular disease contributed to the prioritization of chronic disease.

- 38.4% of Wexford and 35% of adults in Missaukee County are obese.
- 9.6% of Missaukee and 8.9% of Wexford have been diagnosed with diabetes.

Rates of lung cancer and chronic lower respiratory disease remain high.

- The incidence rate of lung and bronchus cancer in Wexford County is 98.5 and 81.3 in Missaukee County, as compared to the State rate of 75.2 (per 100,000 pop.).
- The mortality rate in Wexford County 61 and Missaukee County 63 is significantly higher than the mortality rate in Michigan 47 (per 100,000 pop.)

Goal:

Promote the health of the community across the life span through prevention and treatment of chronic disease and contributing risk factors.

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

- Partner with the YMCA to target senior population through the Senior Fit program to provide increased physical activity and exercise opportunities.
- Offer cardiac and pulmonary rehabilitation programs onsite.
- Partner with MSU Extension to offer Cooking Matters for Families to the community.
- Promote the State of Michigan Quit line.
- Partner with the Cadillac Area YMCA to offer onsite Blood Pressure Self-Monitoring program.
- Participate in the Northern Michigan Diabetes Initiative (NMDI) in the 12-county region to develop programs that prevent and manage diabetes.

Anticipated impact of outlined actions:

Through our community outreach, we will increase awareness of chronic disease management and prevention with the goal of elevating the health of those in the community we serve.

Plan to evaluate the impact:

Annually review data related to chronic disease, county health rankings and mortality trends.

Programs and resources the hospital plans to commit:

- Provide financial support of Senior Fit and Youth Fit programming.
- Offer cardiac and pulmonary rehabilitation services to those recovering from a cardiac event or those with cardiac disease. Provide education and individualized treatment plans for the patients.
- Provide diabetes education programming to increase awareness of pre-diabetes and diabetes.

Collaborative partners:

- Cadillac Area Public Schools
- Cadillac Area YMCA
- District Health Dept. #10
- MSU Extension
- Northwest Michigan Chronic Disease Prevention Coalition
- Northern Michigan Diabetes Initiative
- Wexford/Missaukee Physician's Hospital Organization.

Action Plan: Maternal, Infant and Child Health

Brief Description of Need:

High rates of maternal smoking, teen pregnancy, inadequate prenatal care, child abuse and neglect, and eligibility for free or reduced lunch at school contributed to the prioritization of maternal, infant and child health.

Goal:

Improve the health, safety and well-being of women, infants, children and families.

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

- Provide childbirth education classes, breastfeeding support, and lactation consultation services.
- Participate in the 21 County Regional Perinatal Initiative.
- Promote the State of Michigan Tobacco Quit Line for pregnant and postpartum women.
- Explore maternal smoking cessation programming.
- Partner with the YMCA, Cadillac Area Public Schools to target youth through the Youth Fit after school program to provide exercise opportunities, nutritional education and wellbeing.
- Continue collaboration with Life Skills Psychological Services to provide Baby Steps programming, support group and private counseling for mothers experiencing perinatal mood disorders.
- Partner with Postpartum Support International in Northern Michigan to provide support and resources through a PSI Coordinator to moms and their families.
- Collaborate with OASIS Family Resource Center to provide domestic violence education and resources.
- Develop concussion education program in partnership with area schools to include pre-concussion screening and post-concussion treatment.
- Promote Imagination Library program.

Anticipated impact of outlined actions:

- An increase in the number of maternal patients who stop smoking.
- An increase in the proportion of pregnant women who receive prenatal care.
- An increase in the awareness of basic healthy lifestyle behaviors.

Plan to evaluate the impact:

Annually review data related to maternal smoking, teen pregnancy, inadequate prenatal care, child abuse and neglect, and eligibility for free or reduced lunch.

Programs and resources the hospital plans to commit:

- Participation in the County Regional Perinatal Initiative.
- Promote Healthy Futures programming.
- Collaborate with District Health Dept. #10 to provide smoking cessation resources to pregnant women.
- Partner with Life Skills Psychological Services to provide Baby Steps support group for mothers experiencing emotional difficulties during pregnancy and after giving birth.
- Develop concussion education programming to include pre-concussion screening and post-concussion treatment.

Collaborative partners:

- Adolescent Wellness Centers
- Cadillac Area Public Schools
- Cadillac Area YMCA
- District Health Dept. #10
- Life Skills Psychological Services
- OASIS Family Resource Center
- Munson Healthcare Cadillac OB/GYN Practice
- Regional Perinatal Group
- Regional Postpartum Support International
- United Way of Wexford/Missaukee Counties
- Wexford-Missaukee Child Protective Council
- Wexford/Missaukee Great Start Collaborative
- Wexford-Missaukee ISD

Support for Other Identified Community Health Needs

Munson Healthcare Cadillac Hospital is also meeting other identified community health needs with existing programs or as a partner in many collaborative community efforts. Munson Healthcare Cadillac Hospital 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. To help make an impact, Munson Healthcare Cadillac Hospital plans to continue its collaborations with the following organizations:

- **Cadillac Area Health Coalition:** Munson Healthcare Cadillac Hospital as a founding member, has a strong relationship with the Health Coalition. The hospital is committed to the mission to promote and support health related initiatives through community collaboration.
- **Northwest Michigan Chronic Disease Prevention Coalition:** Munson Healthcare Cadillac Hospital is committed to the Coalition's mission to organize and promote chronic disease-related services and prevention opportunities available in our service region.
- **Wexford-Missaukee Great Start Collaborative:** Munson Healthcare Cadillac Hospital will continue a partnership to address the factors that influence a child's readiness for school and life, advocate for quality early childhood programs and services and promote community awareness of early childhood issues.
- **CALL 211:** Munson Healthcare Cadillac Hospital will continue to support this free community service to assist people with resources and service in the area.
- **Prescriber Practices and Prescription Drug Diversion Program:** Munson Healthcare Cadillac Hospital will continue to support this program which has evolved into supporting our community by developing an addiction treatment

program. All primary care provider practices have pain contract policies on management of patients with chronic pain. The Physician Hospital Organization is following Dr. Corey Waller's program for addiction, pain and emergency medicine.

- **Cadillac Area YMCA:** Munson Healthcare Cadillac Hospital in partnership with the Cadillac Area YMCA supports the Senior Fit and Youth Fit programs by providing financial support to both evidence based programs.
- **Northern Michigan Diabetes Initiative:** Munson Healthcare Cadillac Hospital will continue to participate in a regional collaboration serving northern Michigan that is dedicated to the prevention, early detection, and management of diabetes.
- **United Way of Wexford/Missaukee Counties:** Munson Healthcare Cadillac Hospital supports the mission of promoting healthy lives, improving education and helping people achieve financial stability.
- **Stehouwer Free Clinic:** Munson Healthcare Cadillac Hospital supports the mission of the Stehouwer Free Clinic in providing access to healthcare services for economically disadvantaged individuals in our community.



Significant Health Needs That Will Not Be Addressed and the Reason

Although Munson Healthcare Cadillac Hospital feels these are important health needs, the Hospital will not address the following health needs identified in the CHNA as part of this Implementation Plan due to limited resources and the need to allocate significant resources to the three priority health needs identified above. Munson Healthcare Cadillac Hospital will continue to evaluate opportunities to collaborate with community partners to commit to improving the health and well-being of our community.

- Health Disparities and Social Determinants of Health
- Substance Abuse
- Tobacco Use
- Mental Health

Implementation Strategy Evaluation

Munson Healthcare Cadillac Hospital Community Benefit Department will regularly monitor and report on progress towards the Implementation Strategy objectives and provide annual reports to the Hospital's Board of Trustees and Community Health Committee of the Board. Additional progress on the Implementation Plan will be reported annually through the hospital's IRS Form 990 Schedule H filing and other reporting sources associated with strategic partners and community coalitions.

Next Steps for Munson Healthcare Cadillac Hospital

For each of the priority areas, Munson Healthcare 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 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 June 30, 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 approved by the Munson Healthcare Cadillac Hospital Board of Trustees on November 1, 2016.



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 cadillachospital@mhc.net.