



# 2019

## Munson Medical Center Community Health Needs Assessment Implementation Strategy

For Antrim, Benzie, Grand Traverse,  
Kalkaska, and Leelanau 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, our Munson Medical Center 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 Munson Medical Center 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**

Munson Medical Center 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, Munson Medical Center 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 Medical Center

### 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 30-40% of teens reporting symptoms of a major depressive episode in the past year, mental health is a significant concern in the Grand Traverse Region. Similarly, abuse of alcohol, tobacco, and drugs need to be addressed. Rates of binge drinking range from 16% (Leelanau) to 23% (Grand Traverse), and 1 in 5 residents of the Grand Traverse region smokes - including during pregnancy. Hepatitis C rates, which are strongly associated with injection drug use, are spiking among young adults. Among teens, 3 in 10 report vaping in the past month, and nearly 2 in 10 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

- Explore and implement telehealth options to increase behavioral health access
- Explore opportunity to have behavioral health consultant available to the Munson Healthcare system regularly
- Explore options for embedding behavioral health support in primary care
- Continue efforts to recruit behavioral health support providers to our community
- Screen hospital patients age 12 and over for suicide risk and provide appropriate interventions and referrals to mitigate risk and lower rate of suicide in our community
- Promote mental health and substance abuse treatment programs and resources working in collaboration with several partners within the community
- Create and implement a promotional campaign to create awareness and connect community members to local resources for behavioral health improvement (includes opioids, tobacco, alcohol, etc.)
- Create and implement an education initiative (mindfulness, adverse childhood experiences, resiliency)
- Continue to offer opportunities for provider education on neonatal abstinence syndrome (NAS)
- Expand Perinatal Substance Use Disorder screening and brief intervention for pregnant women
- Explore opportunities to deploy adverse childhood experiences screening tool and interventions at various location
- Identify and collaborate on advocacy opportunities to increase access and payment for behavioral health and substance use disorder services

### Opioid Stewardship

- Prevention/Education
  - Continue to support and promote the Medsafe bins for safe disposal of unused or expired medications
  - Continue to support the regional Opioid Stewardship Committee
- Inpatient Management/Access
  - Implement a Medication Assisted Treatment (MAT) program in the Emergency Department at Munson Medical Center
  - Create and deploy a protocol for discharge for those who are in an overdosed state to distribute Naloxone upon discharge
- Outpatient Management/Access
  - Provide Community Opioid Recovery Expansion (CORE) providing open access to people seeking treatment with a focus on low-income, rural, and underserved individuals
  - Expand Access to Treatment for Prescription Drug and Opioid Abuse in Munson Medical Service area and throughout the Munson Healthcare region

### Hospital Facility

Munson Medical Center

### 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 Antrim and Kalkaska Counties, more than 2 in 5 households struggle to afford basic household necessities. The percentage of children living in households below the poverty level ranges from 12% in Grand Traverse County to 24% in Kalkaska County. In the 5-county region, 1 in 7 kids did not have consistent access to enough food over the past year. More than a third of all home renters in the 5-county region spend 35% or more of their household income on rent, putting them at higher risk of housing insecurity and homelessness. 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**

- Continue to offer the Fruit and Vegetable Prescription Program in the Munson Medical Center service region
- Continue to offer the FitKids360 program and explore possibility of being a rural FitKids360 hub
- Implement and evaluate the Food as Medicine-Helping You Heal for Older Adults with Chronic Health Conditions pilot project
- Continue to be the backbone organization for Shape Up North
- Continue to serve as the backbone for the regional Northern Michigan Diabetes Initiative
- Continue to collaborate to expand the Diabetes Prevention Program offerings in our region

### **Transportation**

- Support BATA Bayline as a source of free transportation in Traverse City
- Continue to offer transportation assistance through our Patient Needs Fund

### **Housing**

- Continue participation in Community Health Innovation Region (CHIR) Healthy Affordable Housing Action Team
- Continue participation in Housing North meetings

### **Enhancing Health Equity**

- Offer financial assistance to qualifying patients
- Provide Munson's Medication Assistance Program to those in need
- Provide charity medication donations
- Explore deployment of new Cerner PowerForm screening tool for psychosocial needs - Protocol for Responding to and Assessing Patients' Assets, Risks, and Experiences (PRAPARE)
- Create system processes to allow for increased screening and potential referrals to community partners who address social determinants of health

## Next Steps for Munson Medical Center

For our top two priority areas, Munson Medical Center will work with community partners to:

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

This implementation strategy specifies community health needs that Munson Medical Center 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 the Munson Medical Center Community Health Committee. On Oct. 23, 2019, the Munson Medical Center Board of Trustees approved this implementation strategy.

By: [Board of Trustees]

  
Signature

Oct. 23, 2019  
Date

## Comments and Questions

To share your feedback or comments visit:

<https://www.munsonhealthcare.org/services/community-health/community-health-needs-assessment/community-health-needs-assessment>