



BIXBY AND HERRICK HOSPITALS
2019 JOINT COMMUNITY HEALTH NEEDS ASSESSMENT
IMPLEMENTATION PLAN 2020-2022

Approved and Adopted by the Board of Trustees on
November 14, 2019

PROMEDICA BIXBY AND HERRICK HOSPITALS

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EXECUTIVE SUMMARY

ProMedica Bixby and Herrick Hospitals, members of ProMedica health system, are committed healthcare resources in the southeast Michigan community, providing acute care and emergency services to patients, regardless of ability to pay. ProMedica's mission is to improve the health and well-being of the communities we serve. To reinforce ProMedica's commitment of being an anchor institution, the construction of the ProMedica Charles and Virginia Hickman Hospital broke ground in June of 2017. The state of the art facility will house the consolidated operations of ProMedica Bixby and Herrick Hospitals under the Bixby tax identification number, doing business as the ProMedica Charles and Virginia Hickman Hospital in September of 2020. Strategies and outcomes included in this plan are positioned for sustainability and reporting upon the official opening of the new healthcare facility. Outcomes data reporting will be reflective of consolidated operations rather than a joint community health needs assessment (CHNA) for two separate hospitals under the ProMedica health system.

ProMedica Bixby and Herrick Hospitals jointly conducted and adopted the current community health needs assessment (CHNA) in 2019, which is based on data collected in the Lenawee County Health Assessment (CHA) conducted in 2017, as both hospitals are located in Lenawee County. In order to maintain complete objectivity throughout the county CHA survey process, the network engaged the expert services of the Hospital Council of Northwest Ohio to administer the survey and compile the results. One area of weakness of the county CHA was the relative age of available secondary and public health data. Following the formal county assessment survey process, the Lenawee Health Network, comprised of multiple community organizations, collaborated to develop a community health improvement plan (CHIP) for Lenawee County, with ProMedica Bixby and Herrick Hospitals represented on this CHIP committee. A gap analysis and resource assessment was conducted as part of this process.

Following the Lenawee County strategic planning process, ProMedica Bixby and Herrick Hospitals convened a CHNA committee to review this county plan and available health data, select and prioritize key indicators for their defined community and develop implementation plans to address these prioritized health issues in the community over the next three years. Implementation plans were developed with feedback from key community stakeholders, to confirm these needs from a community perspective.

ProMedica Bixby and Herrick Hospitals will specifically implement programs to address the following priority health needs, listed in order of priority order for each hospital, prioritized through ranking methodology:

ProMedica Bixby Hospital

- Opioids and Substance Abuse
- Chronic Disease Prevention

ProMedica Herrick Hospital

- Mental Health
- Cancer

ProMedica Bixby and Herrick Hospitals will also collaborate with the Lenawee Health Network to support its strategic initiatives of reducing overweight and obesity incidence, reducing opioid addiction and abuse, and improving quality of life for older adults. In addition, as part of the ProMedica health system, some community health programs are developed and implemented at the system level, with social determinants of health, infant mortality, and healthy aging identified as the focal points for the system. ProMedica Bixby and Herrick Hospitals' Joint CHNA may be accessed at <https://www.promedica.org/Pages/about-us/default.aspx>.

IMPLEMENTATION PLAN

The Board of Trustees of ProMedica Bixby Hospital has determined that the following health needs (in priority order, prioritized through ranking methodology for each hospital) identified in the CHNA should be addressed through the implementation strategy noted for each such need:

1. Opioids and Substance Abuse

Increase awareness and education of opioid addiction and abuse issues and increase community awareness of substance abuse treatment and resources available to residents of Lenawee County.

Specific Needs Identified in CHNA:

- Adults who used other recreational drugs in the past 6 months increased from < 1% in 2014 to 5% in 2017.
- 6% of adults had used medication not prescribed to them or they took more than prescribed to feel good or high and/or more activity or alert during the past 6 months, increasing to 12% of those with incomes less than \$25,000.

Key Objectives:

- Increase community disposal of unused prescription and non-prescription drugs legally and responsibly.
- Improve knowledge of access to substance abuse treatment and support programs.
- Decrease substance abuse among the adult and youth populations in the community.
- Increase awareness and prescription of alternatives to opioids.

Implementation Strategies:

1. Participate in community drug take back days annually and Med Safe collection and disposal.
2. Offer peer recovery coaches for those patients seeking help with substance abuse.
3. Continue the ALTO (Alternatives To Opioids) Project to reduce the amount of opioids prescribed at discharge for patient pain management.

Outcome Measures:

- Decreasing trend of opioids prescribed in the community for pain management.
- Number of patients connected to a peer recovery coach and referred to treatment programs.
- Pounds of prescription and non-prescription drugs disposed of legally and responsibly.

Collaborations:

- Lenawee Substance Abuse Prevention Coalition.

2. Chronic Disease Prevention

Increase access to preventive screenings and education to positively impact the health and well-being of Lenawee County residents. Early detection and self-monitoring education would decrease the risk of death due to cardiovascular disease.

Specific Needs Identified in CHNA:

- 76% of Lenawee County adults were overweight (38%) or obese (38%) based on Body Mass Index (BMI).
- 37% of adults had been diagnosed with high blood pressure, which has increased from 33% in 2014.
- 9% of adults had experienced at least one food insecurity in the past year.
- Lenawee County adults diagnosed with diabetes also had one or more of the following characteristics or conditions:
 - 93% were obese or overweight
 - 78% had been diagnosed with high blood pressure
 - 71% had been diagnosed with high blood cholesterol

Key Objectives:

- Reduce onset of obesity related conditions including heart disease, stroke, type two diabetes, and certain cancers that are some of the leading causes of preventable death.
- Reduce hospitalizations related to complications from respiratory disease through prevention education, tobacco cessation, and awareness of Chronic Obstructive Pulmonary Disease (COPD).
- Increase the early detection and awareness of cardiovascular disease and diabetes.
- Empower individuals to self-monitor blood pressure and or blood sugar in support of chronic disease prevention.
- Increase access to programs addressing food insecurity and healthy eating habits.

Implementation Strategies:

1. Provide annual blood pressure screenings at key community locations.
2. Provide annual blood sugar screenings at key community locations.
3. Provide education to the community about blood pressure and blood sugar self-monitoring.
4. Provide education materials related to respiratory disease (COPD) prevention and self-management to patients at discharge and at key community locations.
5. Continue to fund ProMedica Farms and Veggie Mobile program to expand the outreach of fresh produce access through collaborations with local producers and community agencies.
6. Screen inpatients for food insecurity, and provide community resource listing, immediate food source, and Veggie Mobile voucher.

Outcome Measures:

- Number of community members obtaining blood pressure screenings at key community locations.
- Number of community members obtaining blood sugar screenings at key community locations.
- Number of community members receiving education materials regarding self-monitoring of blood pressure and blood sugar.
- Number of patients receiving respiratory disease self-management or prevention education materials.
- Number of patients who were granted the food insecurity program and Veggie Mobile voucher.
- Weight (in pounds) of free fruits and vegetables provided to those with hunger needs.

The Board of Trustees of ProMedica Herrick Hospital has determined that the following health needs (in priority order, prioritized through ranking methodology by hospital) identified in the CHNA should be addressed through the implementation strategy noted for each such need:

1. Mental Health

Improve community education of mental health issues and increase community awareness of mental health resources in Lenawee County.

Specific Needs Identified in CHNA:

- 28% of Lenawee County adults rated their mental health as not good on four or more days in the previous month.
- The average days that mental health not good in the past month increased from 3.7 in 2014 to 4.7 in 2017.
- 12% of adults reported they had looked for programs for themselves for depression, anxiety, or mental health.

Key Objectives:

- Improve knowledge, attitudes, and beliefs of residents of Lenawee County related to mental health and depression.
- Increase awareness of mental health resources available to residents of Lenawee County.

Implementation Strategies:

1. Develop and distribute a mental health resource guide to patients and the community.
2. Provide community members and patients with mental health self-management and prevention education materials.

Outcome Measures:

- Number of mental health resource guides distributed.
- Number of patients connected by care navigator to mental health resources or services.

2. Cancer

Increased awareness of specific cancers and their symptoms, along with preventative screenings, would lead to increased opportunities for early detection of cancer in patients.

Specific Needs Identified in CHNA:

- 13% of Lenawee County adults had been diagnosed with cancer at some time in their life. The Centers for Disease Control and Prevention (CDC) indicates that from 2013 – 2015, cancers caused 23% (706 of 3,083 total deaths) of all Lenawee County resident deaths. The largest percentage (26%) of cancer deaths were from lung and bronchus cancers. 15% of cancer deaths were from breast cancer, 13% were from prostate cancer, and 10% were from colon and rectum cancer.

Key Objectives:

- Increase the early detection and awareness of cancers.
- Increase awareness of the availability of cancer screenings.
- Increase education in support of breast and colorectal cancer mortality rate reduction.

Implementation Strategies:

1. Provide health education related to screening and prevention of cancer in Lenawee County by training hair stylists, food pantries, and key community organizations to be cancer Health Advocates through the delivery of messages and education to the community.
2. Continue participation in Breast and Cervical Cancer Control Program (BCCP) for free women's health screenings.

Outcome Measures:

- Number of agencies who participated in education and training programs.
- Number of cancer health screening education materials disseminated.
- Number of patients receiving free cancer health screenings.

Collaborations:

- Lenawee County Health Department
- Lenawee Health Network

In addition to the above hospital specific strategies, ProMedica Bixby Hospital will collaborate with members of the Lenawee Health Network to support its three strategic initiatives of reducing obesity and overweight incidence, reducing opioid addiction and abuse, and improved quality of life for older adults.

Updates on all of these programs under the four priority areas will be provided at least annually to hospital leadership and the Board of Trustees.

OTHER NEEDS IDENTIFIED IN THE CHNA BUT NOT ADDRESSED IN THIS PLAN

Through the Lenawee Health Network, the following areas were identified as not having adequate programs identified in the community to meet Lenawee County resident's needs: older adult social isolation, expanded services for older adults, access to healthy nutrition, youth mentoring by adults, access to physical activity in the community, substance abuse prevention, treatment and recovery services, trauma services, after school programs and activities for youth and teens, low cost and confidential family planning and STDs services, case management for children with elevated lead levels, funding/services for homeless students, mentoring system for youth, pediatric dental services, and expansion of primary care, dental, mental health, and preventative services for uninsured/underinsured patients. Note: although this survey was sent to multiple community members, responses may not represent all related programs in the community, and some programs may have limited reach.

ProMedica Bixby and Herrick Hospitals will not address all of the needs identified in the most recently conducted Lenawee County Health Assessment as these areas either go beyond the scope of the hospital or may be addressed by, or with, other organizations in the community. To some extent limited resources do not allow hospitals to address all of the needs identified through the health assessment, but most importantly to prevent duplication of efforts and inefficient use of resources as many of these issues are addressed by other community agencies and coalitions across Lenawee County that are listed in the table below. In some areas of identified need, ProMedica takes a system approach to addressing community health needs, to most efficiently use resources and to prevent duplication of services. Many health issues are addressed by physicians at a related patient visit.

Each of the health needs identified in the county assessment and listed below is important, with most issues being addressed by programs and initiatives within ProMedica, its hospitals and/or other community partners of the Hospital. Key health issues identified in the Lenawee County

Health Assessment, and the organizations providing programming to improve these health issues include:

Health Issue (adult unless specified)	Organizations/Coalitions Addressing Needs
Health Care Access	Department on Aging Family Medical Center* Lenawee County Health Department* Lenawee Great Start* Lenawee Community Foundation*
Cardiovascular Health	American Heart Association* ProMedica Wellness ProMedica Heart and Vascular Institute ProMedica Bixby Hospital Cardiac Rehab ProMedica Herrick Hospital Total Rehab
Cancer	American Cancer Society* ProMedica Cancer Institute
Diabetes	ProMedica Herrick Hospital ProMedica Diabetes Centers YMCA of Lenawee County* Region 2 Area Agency on Aging
Arthritis	Arthritis Foundation* ProMedica Wildwood Orthopaedic & Spine Hospital
Asthma	American Lung Association*
Obesity	MSU Extension Adrian Public Schools Head Start Lenawee Community Foundation* YMCA of Lenawee County* Communities in School of Lenawee County* Adrian Farmer's Market* Lenawee Department on Aging* The Centre* Goodwill Industries of SE Michigan American Cancer Society* Siena Heights University* HOPE Community Center* Lenawee Great Start* The Salvation Army Boys & Girls Club* ProMedica Bixby Hospital ProMedica Herrick Hospital
Tobacco Use	ProMedica Wellness

	Lenawee County Health Department*
Alcohol Use	Alcoholics Anonymous Lenawee Community Mental Health Authority*
Marijuana and Other Drug Use	Lenawee Substance Abuse Coalition* ProMedica Bixby Hospital Lenawee Community Mental Health Authority* Family Medical Center
Women's Health	Susan G. Komen Foundation* ProMedica Cancer Institute ProMedica Herrick Hospital Women's Health Center
Men's Health	ProMedica Cancer Institute
Preventive Medicine and Health Screenings	Lenawee County Health Department* ProMedica Cancer Institute
Environmental Health/Disaster Preparedness	ProMedica Bixby Hospital ProMedica Herrick Hospital Lenawee Medical Control Authority*
Adult Sexual Behavior and Pregnancy Outcomes	Lenawee County Health Department* Catholic Charities
Quality of Life	Multiple agencies and programs address related issues ProMedica Advocacy Fund
Social Context and Safety	Adrian Ecumenical Forum* Catholic Diocese of Lansing – Lenawee Vicariate* Boys & Girls Club of Lenawee* Family Counseling and Children's Services*
Mental Health and Suicide	ProMedica Herrick Hospital Lenawee Community Mental Health Authority*
Oral Health	Lenawee County Health Department* Family Medical Center of Michigan*
Youth Weight Status	YMCA of Lenawee County*
Youth Tobacco Use	Boys and Girls Club* Catholic Charities Communities in Schools of Lenawee*
Youth Alcohol Consumption	Boys and Girls Club* Catholic Charities
Youth Marijuana and Other Drug Use	Boys and Girls Club* Catholic Charities
Youth Sexual Behavior & Pregnancy Outcomes	Lenawee County Health Dept.* Catholic Charities
Youth Mental Health and Suicide	Communities in Schools of Lenawee* ProMedica Herrick Hospital Lenawee Community Foundation* Boys and Girls Club* Lenawee Intermediate School District*
Youth Safety and Support	Lenawee County Sherriff Local Police Departments Lenawee County Health Department*

Youth Violence	Lenawee Intermediate School District* Boys and Girls Club*
Children's Health & Functional Status	Family Medical Center* YMCA of Lenawee* Lenawee Great Start* Boys and Girls Club*
Children's Health Insurance, Access, Utilization, & Medical Home	Lenawee County Health Department* Paramount Health Care
Early Childhood (Ages 0-5)	Lenawee Great Start* Lenawee County Health Department* YMCA of Lenawee* Boys & Girls Club*
Middle Childhood (Ages 6-11)	Lenawee County Health Department* YMCA of Lenawee* Boys & Girls Club*
Family Functioning & Neighborhood Characteristics	YMCA of Lenawee* Boys and Girls Club of Lenawee*
Parent Health	YMCA of Lenawee* Family Medical Center*

An asterisk (*) above indicates ProMedica participation with organizations addressing these health issues, that may include financial support. Other organizations may also have programs to specifically address some of these health issues that may not be known at the time of this publication.

The Lenawee Health Network, using the Lenawee County Health Assessment, prioritized several health issues identified in the Community Health Needs Assessment, determining that if these issues are addressed by multiple agencies and organizations over the next three years, they could promote healthier lifestyles and safer neighborhoods for all ages, reduce chronic health diseases, and improve several socioeconomic determinants of health for Lenawee County residents.

As previously stated, in some areas of identified need, ProMedica is already taking a system approach to addressing these community health needs, to most efficiently use resources and to prevent duplication of services, but in some areas of need ProMedica Bixby and Herrick Hospitals are not engaged in programs outside of related visits to our hospitals or physician offices. This ProMedica Bixby and Herrick Hospital Joint Implementation Plan was approved by the Board of Trustees on November 14, 2019.