Ascension Macomb-Oakland Hospital

Warren and Madison Heights Campuses

Implementation Strategy for the 2021 CHNA
Macomb and Oakland Counties, Michigan

Conducted: June 21, 2022 – November 15, 2022

Hospital Tax Year: 2021

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The purpose of this implementation strategy is to describe how the hospital plans to address prioritized health needs from its current community health needs assessment. The significant health needs that the hospital does not intend to address are identified and a rationale is provided. Special attention has been given to the needs of individuals and communities who are more vulnerable, unmet health needs or gaps in services, and input gathered from the community.

Ascension Macomb-Oakland Hospital

Warren Campus
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586-573-5000
Tax ID: 38-3322109
https://healthcare.ascension.org/locations/michigan/midet/warren-ascension-macomboakland-hospital-warren-campus

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248-967-7000
Tax ID: 38-3322109
https://healthcare.ascension.org/locations/michigan/midet/madison-heights-ascension-macomboakland-hospital-madison-heights-campus

The 2021 Implementation Strategy was approved by the Ascension Michigan Market Board of Trustees on November 15, 2022 (2021 tax year), and applies to the following three-year cycle: July 2022 to June 2023. This report, as well as the previous report, can be found at our public website.

We value the community's voice and welcome feedback on this report. Please visit our public website (https://healthcare.ascension.org/chna) to submit your comments.

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Executive Summary

Purpose of the Community Health Needs Assessment and Implementation Strategy

As part of the Patient Protection and Affordable Care Act of 2010, all not-for-profit hospitals are required to conduct a community health needs assessment (CHNA) and adopt an implementation strategy (IS) every three years. The purpose of the CHNA is to understand the health needs and priorities of those who live and/or work in the communities served by the hospital, with the goal of addressing those needs through the development of an implementation strategy plan.

About the 2021 Community Health Needs Assessment (CHNA)

Recognizing the shared communities served across southeast Michigan, Ascension Macomb-Oakland Hospital (Warren Campus and Madison Heights Campus) partnered with Ascension St. John Hospital, Ascension Providence Hospital (Southfield Campus and Novi Campus), Ascension River District Hospital, and Ascension Brighton Center for Recovery to conduct the 2021 CHNA. With facilitation of the Ascension Southeast Michigan Community Health Department and Ascension Michigan Community Benefit Center of Expertise and contracted assistance from Southeastern Michigan Health Association (SEMHA), Ascension Southeast Michigan (SEM) hospitals analyzed secondary data of over 50 indicators and gathered community input through community surveys and key stakeholders focus groups to identify the needs in the five counties. In collaboration with community partners, Ascension SEM hospitals used a phased prioritization approach to determine the most crucial needs for community stakeholders to address. The 2021 significant needs are as follows:

- Chronic Disease, including Diabetes and Cancer
- Diet and Exercise, including Obesity
- Mental and Behavioral Health
- Access to Care

The 2021 CHNA received approval from the Ascension Southeast Michigan Board of Trustees on June 20, 2022, and can be viewed at https://healthcare.ascension.org/chna.

About the 2021 Implementation Strategy (IS)

Following the completion of the 2021 CHNA, Ascension Macomb-Oakland Hospital leaders reviewed the significant needs with special consideration for the following: scope of problem (number of people impacted, severity), health disparities (by income and/or race and ethnicity), feasibility (existing resources, known interventions, capacity), momentum/commitment (existing partnerships, community readiness), and alignment (organization's strengths and priorities). For the purposes of the 2021 IS, Ascension Macomb-Oakland Hospital has chosen to focus its efforts on the following prioritized needs:

- **Mental Health** (includes stress, anxiety and depression):

    - **Strategy 1.1:** Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to behavioral healthcare for vulnerable populations.
    - **Strategy 1.2:** Increase involvement in and support of community health activities to address mental health-focused needs
    - **Strategy 1.3:** Increase access to mental health education, assessment, referral, and other supports for children and adults

- **Healthy Behaviors and Chronic Disease Issues:**
    - **Strategy 2.1:** Increase involvement in and support of community health activities to address chronic disease-focused needs
    - **Strategy 2.2:** Improve chronic disease burden through education, referral, and other supports for children and adults

- **Access to Care** (with emphasis on maternal and infant health):
    - **Strategy 3.1:** Provide outreach screenings for underserved populations to improve access to healthcare services in Macomb and Oakland Counties
    - **Strategy 3.2:** Increase involvement in and support of community health activities to address access to care-focused needs
    - **Strategy 3.3:** Improve access to quality care, including clinical and social support services, with emphasis on maternal/infant health through integration with the Ascension Michigan Market Women's Health Service Line Structure

Ascension Macomb-Oakland Hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.

Approval

The 2021 CHNA IS received approval from the Ascension Michigan Market Board of Trustees on November 15, 2022. This IS has been made available to the public and can be viewed at https://healthcare.ascension.org/chna.

Ascension Macomb-Oakland Hospital values the community's voice and welcomes feedback. Questions or comments about this IS can be submitted via the website: https://healthcare.ascension.org/chna.

Introduction

As one of the leading non-profit and Catholic health systems in the United States, Ascension is committed to delivering compassionate, personalized care to all, with special attention to persons living in poverty and those most vulnerable.

Ascension Macomb-Oakland Hospital

As a Ministry of the Catholic Church, Ascension Macomb-Oakland Hospital is a non-profit hospital governed by a board of trustees represented by residents, medical staff and sister sponsorships, that provides medical care to the greater southeast Michigan region, including Macomb and Oakland Counties. Ascension Macomb-Oakland Hospital is a two-campus, 535-bed acute care hospital delivering nationally recognized healthcare in a community setting. Spanning two counties and five miles, our Madison Heights and Warren Campuses have a combined staff of more than 2,200 associates, 400 volunteers, 215 medical residents, and 1,000 doctors in more than 45 specialties.

Warren Campus

Ascension Macomb-Oakland Hospital, Warren Campus is a full-service hospital with 24/7 emergency care and a Level III Trauma Center. Ascension Macomb-Oakland Hospital, Warren, is a destination for specialty care - including advanced heart, stroke and cancer care, comprehensive orthopedics and neurosciences services, women's health, behavioral health and senior specialty care. OB-GYN maternity care teams deliver a personalized birthing experience. A wide range of minimally invasive surgical procedures using robotic-assisted technology, imaging and laboratory tests, and a dedicated inpatient rehabilitation center, are offered all on one campus.

For more information about Ascension Macomb-Oakland Hospital, Warren Campus, visit Ascension Macomb-Oakland Hospital, Warren Campus.

Madison Heights Campus

In Southeast Michigan, Ascension Macomb-Oakland Hospital in Madison Heights is a full-service hospital with 24/7 emergency care and a Level III Trauma Center with surgical specialists. Many specialty care services including bariatric weight loss, sleep medicine and more are provided. A wide range of outpatient services, including diagnostic imaging, laboratory tests, pharmacy, respiratory therapy and rehabilitation therapy services, are offered all on one campus.

For more information about Ascension Macomb-Oakland Hospital - Madison Heights Campus, visit Ascension Macomb-Oakland Hospital, Madison Heights Campus.

About the 2021 Community Health Needs Assessment (CHNA)

As part of the Patient Protection and Affordable Care Act of 2010, all not-for-profit hospitals are required to conduct a community health needs assessment (CHNA) and adopt an implementation

strategy every three years. The purpose of the CHNA is to understand the health needs and priorities of those who live and/or work in the communities served by the hospital, with the goal of addressing those needs through the development of an implementation strategy plan. A CHNA, is essential for community building and health improvement efforts, and directing resources where they are most needed. CHNAs can be powerful tools that have the potential to be catalysts for immense community change.

Recognizing the shared communities served across southeast Michigan, Ascension Macomb-Oakland Hospital (Warren Campus and Madison Heights Campus) partnered with Ascension St. John Hospital, Ascension Providence Hospital (Southfield Campus and Novi Campus), Ascension River District Hospital, and Ascension Brighton Center for Recovery to conduct the 2021 CHNA. With facilitation of the Ascension Southeast Michigan Community Health Department and Ascension Michigan Community Benefit Center of Expertise and contracted assistance from Southeastern Michigan Health Association (SEMHA), Ascension Southeast Michigan (SEM) hospitals analyzed secondary data of over 50 indicators and gathered community input through community surveys and key stakeholders focus groups to identify the needs in the five counties. In collaboration with community partners, Ascension SEM hospitals used a phased prioritization approach to determine the most crucial needs for community stakeholders to address. The 2021 significant needs are as follows:

- Chronic Disease, including Diabetes and Cancer
- Diet and Exercise, including Obesity
- Mental and Behavioral Health
- Access to Care

The 2021 CHNA received approval from the Ascension Southeast Michigan Board of Trustees on June 20, 2022, and can be viewed at https://healthcare.ascension.org/chna.

About the 2021 Implementation Strategy (IS)

This (2021) IS is the hospital's response to the health needs prioritized from the 2021 CHNA. It describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with Ascension Macomb-Oakland Hospital's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

Following the completion of the 2021 CHNA, Ascension Macomb-Oakland Hospital leaders reviewed the significant needs with special consideration for the following: scope of problem (number of people impacted, severity), health disparities (by income and/or race and ethnicity), feasibility (existing resources, known interventions, capacity), momentum/commitment (existing partnerships, community readiness), and alignment (organization's strengths and priorities). For the purposes of the 2021 IS, Ascension Macomb-Oakland Hospital has chosen to focus its efforts on the following prioritized needs:

- Mental Health (includes stress, anxiety and depression):

- Healthy Behaviors and Chronic Disease Issues:
- Access to Care (with emphasis on maternal and infant health):

Ascension Macomb-Oakland Hospital will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.

IRS 501(r)(3) and Form 990, Schedule H Compliance

The CHNA and IS satisfy certain requirements of tax reporting, pursuant to provisions of the Patient Protection and Affordable Care Act of 2010, more commonly known as the Affordable Care Act (ACA). As part of the ACA, all not-for-profit hospitals are required to conduct a CHNA and adopt an implementation strategy every three years. Requirements for 501(c)(3) Hospitals Under the Affordable Care Act are described in Code Section 501(r)(3), and include making the CHNA report (current and previous) widely available to the public. In accordance with this requirement, electronic reports of both the CHNA and the current implementation strategy can be found at https://healthcare.ascension.org/CHNA and paper versions can be requested in the hospital administration offices.

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Overview of the 2021 Implementation Strategy

Process to Prioritize Needs

Ascension Macomb-Oakland Hospital understands the importance of all the health needs of the community, and is committed to playing an active role in improving the health of the people in the communities it serves. Following the completion of the 2021 CHNA, Ascension SEM hospitals, in collaboration with Ascension SEM Community Health Department and Ascension Michigan Community Benefit Center of Expertise, consideration was given to select factors in determining the significant needs that would be selected as prioritized needs. A select group of subject matter experts in the form of the CHNA steering committee considered the factors below:

- Is the need one that can be measured/tracked over time?
- Does the need align with overall available and potentially available resources and partner opportunities?
- Does the need align with overall health system strategy and focus areas for community impact?

Needs That Will Be Addressed and Action Plans

Ascension has defined “prioritized needs" as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle. After thorough consideration, Ascension Macomb-Oakland Hospital selected the following prioritized needs outlined below for its 2021 implementation strategy:

- **Mental Health** (includes stress, anxiety and depression) - This need was selected because of the ranking and data and its focus as a generalized area of vulnerability in the overall southeast Michigan population.
    - **Strategy 1.1:** Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to behavioral healthcare for vulnerable populations
    - **Strategy 1.2:** Increase involvement in and support of community health activities to address mental health-focused needs
    - **Strategy 1.3:** Increase access to mental health education, assessment, referral, and other supports for children and adults

- **Healthy Behaviors and Chronic Disease Issues** - This need was selected because of trending indicating increases in chronic disease as well as survey data indicating a lack of opportunities for regular physical activity and the trending toward obesity and overweight. These represent significant risk factors for many chronic diseases. Therefore the promotion of healthy lifestyles was selected.
    - **Strategy 2.1:** Increase involvement in and support of community health activities to address chronic disease-focused needs

    - **Strategy 2.2:** Improve chronic disease burden through education, referral, and other supports for children and adults

- **Access to Care** (with emphasis on maternal and infant health) - This need was selected because of more current data trending indicating an increase in the number of persons expressing problems accessing care due to costs and other factors. Also the current trending around the increase in maternal death rate and the slowed reduction in infant mortality in Southeast Michigan.
    - **Strategy 3.1:** Provide outreach screenings for underserved populations to improve access to healthcare services in Macomb and Oakland Counties
    - **Strategy 3.2:** Increase involvement in and support of community health activities to address access to care-focused needs
    - **Strategy 3.3:** Improve access to quality care, including clinical and social support services, with emphasis on maternal/infant health through integration with the Ascension Michigan Market Women's Health Service Line Structure

Health Disparities and Inequities

Health equity is a state in which everyone has the opportunity to achieve full health and well-being, and no one is prevented from achieving this because of social position or other socially determined circumstances. Centers for Disease Control and Prevention. (2022, March 3). Health equity. Centers for Disease Control and Prevention. Retrieved August 26, 2022, from https://www.cdc.gov/chronicdisease/healthequity/index.htm

Unfortunately, many populations experience health inequities and negative health outcomes due to factors beyond individual behaviors and choices. These inequities are produced by systemic racism and other forms of historical and ongoing oppression within social and economic systems, such as the political system, housing, the workplace, education, and the criminal justice system. Health inequities are observable and measurable through differences in factors such as length and quality of life, rates of disease, disability, and death, as well as differences in access to services and treatments.

Ascension is addressing health disparities and inequities through the following initiatives:

- Establishment of regional ABIDE ("Appreciation-Belongingness-Inclusivity-Diversity) councils in 2020
    - As part of a sustainable and systemwide commitment to listen, pray, learn and act to help address racism and systemic injustice, Ascension launched a new justice-focused framework called ABIDE, which is built upon the hallmarks of Appreciation – Belongingness – Inclusivity – Diversity – Equity.
    - The hallmarks of the ABIDE framework are demonstrations of Ascension's historic mission, values, and commitment to social justice, compassionate action and advocacy for all, especially the most vulnerable. Ascension also realizes that the hallmarks of our ABIDE framework provide guidance for a process of learning and improvement that is never complete. As such, Ascension is committed to continuous improvement and has developed various methods to help us review the progress we make achieving the hallmarks of the

ABIDE framework in service to our associates, patients and the communities we are blessed to serve.
    - Read more about ABIDE here: https://www.ascension.org/Our-Mission/Diversity-and-Inclusion
- Standardized REaL data collection
- Screening for Social Determinants of Health
- Utilization of Neighborhood Resources to connect patients and individuals to services
- Ascension Medical Group health disparities goals/metrics in clinical screenings (colorectal, etc.)
- The Joint Commission Requirements to Reduce Health Care Disparities

The IS below is based on prioritized needs from the hospital's most recent CHNA. These strategies and action plans represent where the hospital will focus its community efforts over the next three years. While these remain a priority, the hospital will continue to offer additional programs and services to meet the needs of the community, with special attention to those who are poor and vulnerable.

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PRIORITIZED NEED 1: MENTAL HEALTH *(includes stress, anxiety and depression)*

Strategy 1.1: Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to behavioral healthcare for vulnerable populations.

OBJECTIVE

By June 30, 2025, Ascension Macomb-Oakland Hospital, as part of Ascension Michigan, will be better positioned to address the mental health needs of the community served.

OUTPUT(S) AND/OR OUTCOME(S)

- **MI Market Baseline**:
  - BH screening rates in the ED/AMG clinics - SBIRT: N/A; PHQ-9: N/A (FY2022)
  - Number of TelePsych visits - 1200 (FY2022)
  - Number of Integrated Care services CoCM Covered Lives -50 (FY2022)
  - Number of Psychological Tests Performed -N/A (FY2022)
- **MI Market Target**:
  - Increase BH screening rates in the ED/AMG clinics - SBIRT: 5.0%; PHQ-9: 6.6%
  - Increase number of TelePsych visits - +1,500 (FY2023)
  - Increase Integrated Care services CoCM Covered Lives -200 (FY2023)
  - Increase of Psychological Tests Performed - +2,000 (FY2022)
- **Data Owner/Source**: Ascension Enterprise Project Management Office (ePMO), AchieveIt Tool

TARGET POPULATION

- **Target Population:** Behavioral health patients presenting to Ascension Macomb-Oakland Hospital
- **Medically Underserved Population:** Individuals and groups that are experiencing disparities; un- and/or underserved

COLLABORATORS AND RESOURCES

- **Ascension hospital(s):** Ascension Macomb-Oakland Hospital (collaborate with appropriate service lines and departments to implement identified action steps as outlined); Ascension Medical Group, AMG (implement services and models as identified within the outlined action steps)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** Ascension Enterprise Project Management Office (track milestones via AchieveIt Tool)
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER
Expand use of screening tools, including PHQ-9, ACEs, and/or SBIRT, to identify behavioral health patients	• Lead: Behavioral Health Service Line • Collaborators: OB, ED, Maternal Health, AMG, ePMO Sr. Project Manager
Expand TelePsych Services to improve behavioral health access	• Lead: Behavioral Health Service Line • Collaborators: ED, AMG, ePMO Sr. Project Manager
Explore increasing Integrated Care services CoCM Expansion	• Lead: Behavioral Health Service Line • Collaborators: ED, AMG, ePMO Sr. Project Manager

Expand Psychological Testing for special populations by making testing services available for geriatric, bariatric, child/adolescent autism, ADD, and ADHD populations.	• Lead: Behavioral Health Service Line • Collaborators: AMG, ePMO Sr. Project Manager
Improve and standardize ED throughput development of a centralized intake department, including implementation of standardized screening forms for behavioral health/substance use disorders	• Lead: Behavioral Health Service Line • Collaborators: AMG, ePMO Sr. Project Manager
Evaluate behavioral reconfiguration and expansion project	• Lead: Behavioral Health Service Line • Collaborators: ePMO Sr. Project Manager
ANTICIPATED IMPACT	
The anticipated impact of these actions is to transform behavioral health care models which ultimately improve the health of the communities served by Ascension Michigan hospitals.	

PRIORITIZED NEED 1: MENTAL HEALTH *(includes stress, anxiety and depression)*

Strategy 1.2: Increase involvement in and support of community health activities to address mental health-focused needs

OBJECTIVE

By June 30, 2025, Ascension Macomb-Oakland Hospital will have increased its impact and engagement in community-based forums and coalitions to promote mental health support and resources available to Macomb and Oakland Counties residents.

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline**: No community investment/engagement plan (FY2022)
- **Target:** Establish, implement, and evaluate a community investment/engagement plan for Ascension Macomb-Oakland Hospital by Year 3 (FY2025)
- **Data Source/Owner**: Ascension Macomb-Oakland Hospital program records

TARGET POPULATION

- **Target Population:** Residents in Macomb and Oakland Counties served by the identified community-based forums and coalitions
- **Medically Underserved Population:** Uninsured and Under-insured

COLLABORATORS AND RESOURCES

- **Ascension hospital:** Ascension Macomb-Oakland Hospital (provide appropriate financial and in-kind resources as identified)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** N/A
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Macomb-Oakland Hospital to (further) engage in community health activities	• Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership

	• Collaborators: Hospital Leadership, Marketing
Identify community-based forums and coalitions that promote and support mental health resources	• Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Macomb and Oakland Counties	• Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Participate in/on community-based forums and coalitions, with focus on increasing involvement in community health activities and raising awareness of the (aligned) services offered by Ascension Macomb-Oakland Hospital	• Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation, Marketing
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address mental health-focused needs within Macomb and Oakland Counties	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address mental health-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization.	

PRIORITIZED NEED 1: MENTAL HEALTH *(includes stress, anxiety and depression)*

Strategy 1.3: Increase access to mental health education, assessment, referral, and other supports for children and adults

OBJECTIVE

By June 30, 2025 (Year 3), Ascension Macomb-Oakland Hospital will continue engagement in mental health programs and services by 10% as measured by Ascension Behavioral Health service line program records.

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline**: Number of encounters - 2,500 (total in FY2022)
- **Target**: Increase number of persons served - 10 (%) (total in FY2025)
- **Data Owner/Source:** Ascension Behavioral Health service line, FY23-25 Statistical Reports

TARGET POPULATION

- **Target Population:** Children and adults served by Ascension Macomb-Oakland AMG and behavioral health services
- **Medically Underserved Population:** Un and/or underinsured

COLLABORATORS AND RESOURCES

- **Ascension hospital:** Ascension Macomb-Oakland Hospital (provide financial support); Ascension Behavioral Health service line (coordinate & implement identified programs, maintain program records), Ascension Macomb County School-Based Health Centers, Ascension Maternal Infant Health Program
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** Local school partners
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER
Provide community-wide education and training to improve awareness and knowledge around mental health issues and resources	• Co-Leads: Ascension Behavioral Health service line, Ascension Macomb County School-Based Health Centers • Collaborators: Local school partners
Implement Open Arms program to help victims and their families process their intense emotions, navigate through the criminal justice system, and obtain supportive services after experiencing any acts of violence (includes grief counseling)	• Lead: Ascension Behavioral Health service line • Collaborators: Bridges to HOPE program
Implement the Rapid Assessment for Adolescent Preventive Services (RAAPS), a risk screening system developed especially for the needs of young people, within elementary, middle, and high schools	• Co-Leads: Ascension Behavioral Health service line, Ascension Macomb County School-Based Health Centers • Collaborators: Local school partners
Implement the Red Flags program, a framework and toolkit for school-based mental health education, within middle and high school & Signs of Suicide (SOS) program	• Co-Leads: Ascension Behavioral Health service line, Ascension Macomb County School-Based Health Centers • Collaborators: Local school partners
Screen, assess, and refer (as appropriate) families for postpartum depression, infant mental health, and other mental health related issues	• Lead: Ascension Maternal Health service line • Collaborators: Maternal Infant Health Program (MIHP)
Human Trafficking Identification and Training for associates	• Lead: Ascension Behavioral Health service line • Collaborators: Ascension Southeast Michigan hospitals; numerous community partners

ANTICIPATED IMPACT

The anticipated impact of these actions is to increase access to mental health services and support the social needs that contribute to mental health issues for community members and patients.

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PRIORITIZED NEED 2: CHRONIC DISEASE/HEALTHY BEHAVIORS

Strategy 2.1: Increase involvement in and support of community health activities to address chronic disease-focused needs

OBJECTIVE

By June 30, 2025, Ascension Macomb-Oakland Hospital will have increased its impact and engagement in community-based forums and coalitions to promote chronic disease support and resources available to Macomb and Oakland Counties residents.

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline**: No community investment/engagement plan (FY2022)
- **Target:** Establish, implement, and evaluate a community investment/engagement plan for Ascension Macomb-Oakland Hospital by Year 3 (FY2025)
- **Data Source/Owner**: Ascension Macomb-Oakland Hospital program records

TARGET POPULATION

- **Target Population:** Residents in Macomb and Oakland Counties served by the identified community-based forums and coalitions
- **Medically Underserved Population:** Uninsured and Under-insured

COLLABORATORS AND RESOURCES

- **Ascension hospital:** Ascension Macomb-Oakland Hospital (provide appropriate financial and/or in-kind resources as identified)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** N/A
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Macomb-Oakland Hospital to (further) engage in community health activities	• Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership • Collaborators: Hospital Leadership, Marketing
Identify community-based forums and coalitions that promote and support chronic disease resources	• Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Macomb and Oakland Counties	• Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Participate in/on community-based forums and coalitions, with focus on increasing involvement in community health activities and raising awareness of the (aligned) services offered by Ascension Macomb-Oakland Hospital	• Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation, Marketing

Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address chronic disease-focused needs within Macomb and Oakland Counties	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address chronic disease-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization.	

PRIORITIZED NEED 2: CHRONIC DISEASE/HEALTHY BEHAVIORS

Strategy 2.2: Improve chronic disease burden through education, referral, and other supports for children and adults

OBJECTIVE

By June 30, 2025 (Year 3), Ascension Macomb-Oakland Hospital will have increased engagement (number of encounters) in programs by 10% as measured by Ascension Behavioral Health service line

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline**: Number of encounters - 2,100 (total in FY2022)
- **Target**: Increase number encounters - 10% (total FY2023-2025)
- **Data Owner/Source:** Ascension Behavioral Health service line, FY23-25 Statistical Reports

TARGET POPULATION

- **Target Population:** Children and adults living in the Ascension Macomb-Oakland Hospital service area
- **Medically Underserved Population:** Un and/or underinsured

COLLABORATORS AND RESOURCES

- **Ascension hospital:** Ascension Macomb-Oakland Hospital (provide financial support); Ascension Behavioral Health service line (coordinate & conduct identified programs, maintain program records) Ascension Macomb County School-Based Health Centers
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** Local school partners; Faith community/partners
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER
Provide community-wide education and classes to improve awareness and knowledge *chronic disease*, including: • asthma camp • Bless Your Heart hypertension program	• Lead: Ascension Behavioral Health service line • Collaborators: Faith Community • SBHC for Asthma Camp

Provide community-wide education and classes to improve *healthy lifestyles*, including: • healthy behavior exercise classes, • lecture series (can we expound on this?, • parenting education related to immunizations, pre and postnatal care, safe sleep	• Lead: Ascension Behavioral Health service line • Collaborators: providers, community centers, churches
Implement the Centers for Disease Control and Prevention (CDC) Diabetes Prevention Program and an Ascension-designed diabetes program modeled after the MSU Extension PATH diabetes program.	• Lead: Ascension Behavioral Health service line • Collaborators: Faith & Community Wellness; AMG
Implement an Ascension created chronic pain management program modeled after the MSU Extension PATH pain program.	• Lead: Ascension Behavioral Health service line • Collaborators: Faith & Community Wellness; AMG
Offer chronic disease and healthy behavior-focused programs for youth, including asthma camp program, hypertension screening and management education, and smoking/vaping cessation education	• Co-Leads: Ascension Behavioral Health service line, Ascension Macomb County School-Based Health Centers • Collaborators: Local school partners
Implement 5-2-1-0 program	• Co-Leads: Ascension Behavioral Health service line; Ascension Macomb County School-Based Health Centers • Collaborators: Local school partners
Implement (virtual) classes to reduce the fear of falling and increase activity levels among older adults	• Lead: Ascension Behavioral Health service line • Collaborators: N/A
ANTICIPATED IMPACT	
The anticipated impact of these actions is to increase awareness, knowledge, and behaviors for healthy behaviors while decreasing obesity, diabetes, and other chronic disease rates.	

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PRIORITIZED NEED 3: ACCESS TO CARE *(with emphasis on maternal and infant health)*

Strategy 3.1: Provide outreach screenings for underserved populations to improve access to healthcare services in Macomb and Oakland Counties

OBJECTIVE

By June 30, 2025, Ascension Macomb-Oakland Hospital will offer preventative outreach screenings to Macomb/Oakland County residents as measured by hospital program records.

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline**: Number of outreach screening events - Lung CA: 0; Breast CA: 1; Mobile Mammo: 7; Stroke: 3 (FY2022)
- **Target**: Increase number of outreach screening events - 10% (total FY2023-2025)
- **Data Owner/Source:** Ascension Macomb-Oakland Hospital's program records

TARGET POPULATION

- **Target Population:** Priority populations in Macomb and Oakland counties (e.g. age, years smoked, packs smoked, student athletes)
- **Medically Underserved Population:** Uninsured and Under-insured; those limited by geographic location and/or socioeconomic status

COLLABORATORS AND RESOURCES

- **Ascension hospital:** Ascension Macomb-Oakland Hospital (coordinate & conduct screenings, maintain program records, engage volunteer services to support logistics, other identified needed resources including Marketing Communications); Ascension Medical Group, AMG (refer and promote screening events to patients within target population)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** Community-based forums and coalitions (promote screening events)
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER
Increase community awareness among patients and community members of the importance of early detection screenings through health education	• Owner: Applicable Service Lines • Collaborator: Marketing Communications
Offer community-based outreach screenings at no-cost to underserved populations	• Owner: Applicable Service Lines • Collaborator: Marketing Communications, AMG
Provide appropriate referral and follow up as needed	• Owner: Applicable Service Lines • Collaborator: AMG

ANTICIPATED IMPACT

The anticipated impact of these actions is to improve early detection rates in Macomb and Oakland counties.

Ascension

PRIORITIZED NEED 3: ACCESS TO CARE *(with emphasis on maternal and infant health)*

Strategy 3.2: Increase involvement in and support of community health activities to address access to care-focused needs

OBJECTIVE

By June 30, 2025, Ascension Macomb-Oakland Hospital will have increased its impact and engagement in community-based forums and coalitions to promote access to care support and resources available to Macomb and Oakland Counties residents.

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline**: No community investment/engagement plan (FY2022)
- **Target:** Establish, implement, and evaluate a community investment/engagement plan for Ascension Macomb-Oakland Hospital by Year 3 (FY2025)
- **Data Source/Owner**: Ascension Macomb-Oakland Hospital program records

TARGET POPULATION

- **Target Population:** Residents in Macomb and Oakland Counties served by the identified community-based forums and coalitions
- **Medically Underserved Population:** Uninsured and Under-insured

COLLABORATORS AND RESOURCES

- **Ascension hospital:** Ascension Macomb-Oakland Hospital (provide appropriate financial and/or in-kind resources as identified)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** N/A
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Macomb-Oakland Hospital to (further) engage in community health activities	• Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership • Collaborators: Hospital Leadership, Marketing
Identify community-based forums and coalitions that promote and support access to care resources	• Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Macomb and Oakland Counties	• Lead: Hospital leadership • Collaborators: Advocacy, Community Benefit
Participate in/on community-based forums and coalitions, with focus on increasing involvement in community health activities and raising awareness of the (aligned) services offered by Ascension Macomb-Oakland Hospital	• Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation, Marketing

Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address access to care-focused needs within Macomb and Oakland Counties	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	• Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address access to care-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization.	

PRIORITIZED NEED: ACCESS TO CARE (*with emphasis on maternal and infant health)*

Strategy 3.3: Improve access to quality care, including clinical and social support services, with emphasis on maternal/infant health through integration with the Ascension Michigan Market Women's Health Service Line Structure

OBJECTIVE

By June 30, 2025 (Year 3), Ascension Macomb-Oakland Hospital will have increased engagement (persons served) in clinical and social support services by 20% at Ascension Medical Group (AMG) practices within the Macomb-Oakland Counties service areas.

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline**: Number of persons served - 7,500 (total in FY2022)
- **Target**: Increase number of persons served - 20% (total in FY2025)
- **Data Owner/Source:** Ascension Michigan Women's Health Service Line, FY23-25 Statistical Reports

TARGET POPULATION

- **Target Population:** Children and adults living in the Ascension Macomb-Oakland Hospital service area
- **Medically Underserved Population:** Un and/or underinsured

COLLABORATORS AND RESOURCES

- **Ascension hospital:** Ascension Macomb-Oakland Hospital (provide financial support); Ascension Women's Health Service Line (coordinate & conduct identified programs, maintain program records); Ascension Macomb-Oakland AMG obstetric clinics (referrals)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** Ascension Macomb County OB clinics, AMG Macomb County practices, Macomb County School-Based Health Centers
- **Consultants:** N/A

ACTION STEPS	ROLE/OWNER

Offer Maternal Infant Health Program which provides access to various support services focused on nutrition, parenting, infant and child growth and safety, substance abuse, and violence issues	• Lead: Ascension Maternal Infant Health Program (MIHP) • Collaborators: Women's Health service line initiatives; Regional MIHP staff and local partners
Offer clinical services, such as immunizations, student physicals, and dental and vision screenings, through school-based health center clinics	• Co-Leads:Ascension Macomb County School-Based Health Centers • Collaborators: Local school partners
Maintain SDoH screening above 85% in all AMG practices. Embed MIHP workers into AMG practices to increase enrollment in both maternal and infant programs Achieve minimum of (6) prenatal visits for each patient under our care	• Lead: Ascension Michigan Women's Health service line leaders Collaborators: Program Directors
ANTICIPATED IMPACT	
The anticipated impact of these actions is to improve access to care for the community as evidenced by reduced rates of severe maternal morbidity, reduced postpartum readmissions.	

Needs That Will Not Be Addressed

It's important to note that all significant needs will be addressed as prioritized needs within the 3-year implementation strategy. After evaluating Ascension SEM hospital's resources, program strengths, partnerships, and capacity to make an impact, the four significant needs were modified (in title) and became the three prioritized needs, thus addressing all significant needs.

Acute Community Concern Acknowledgement

A CHNA and Implementation Strategies (IS) offer a construct for identifying and addressing needs within the community(s) it serves. However, unforeseen events or situations, which may be severe and sudden, may affect a community. At Ascension, this is referred to as an acute community concern. This could describe anything from a health crisis (e.g., COVID-19), water poisoning, environmental events (e.g., hurricane, flood) or other event that suddenly impacts a community. In which case, if adjustments to an IS are necessary, the hospital will develop documentation, in the form of a SBAR (Situation-Background-Assessment-Response) evaluation summary, to notify key internal and external stakeholders of those possible adjustments.

Evaluation

Ascension Macomb-Oakland Hospital will develop a comprehensive measurement and evaluation process for the implementation strategy. The Ministry will monitor and evaluate the action plans outlined in this plan for the purpose of reporting and documenting the impact these action plans have on the community. Ascension Macomb-Oakland Hospital uses a tracking system to capture community benefit activities and implementation. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.

Ascension

Approval and Adoption by Ascension Michigan Market Board of Trustees

To ensure the Ascension Macomb-Oakland Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 CHNA implementation strategy was presented and adopted by Ascension Michigan Market Board of Trustees on November 15, 2022. Although an authorized body of the hospital must adopt the IS to be compliant with the provisions in the Affordable Care Act, adoption of the IS also demonstrates that the board is aware of the IS, endorses the priorities identified, and supports the action plans that have been developed to address prioritized needs.

Conclusion

Ascension Macomb-Oakland Hospital understands the importance of all the health needs of the community, and is committed to playing an active role in improving the health of the people in the communities it serves. This implementation strategy (IS) is the hospital's response to the health needs prioritized from the 2021 CHNA and describes the actions the hospital will take to address prioritized needs, allocate resources, and mobilize hospital programs and community partners to work together. This approach aligns with Ascension Macomb-Oakland Hospital's commitment to offer programs designed to address the health needs of a community, with special attention to persons who are underserved and vulnerable.

This IS has been made available to the public, and Ascension Macomb-Oakland Hospital values the community's voice and welcomes feedback. Questions or comments about this IS can be submitted via the website: https://healthcare.ascension.org/chna.

As a Catholic health ministry, Ascension Macomb-Oakland Hospital is dedicated to spiritually centered, holistic care that sustains and improves the health of not only individuals, but the communities it serves. With special attention to those who are poor and vulnerable, we are advocates for a compassionate and just society through our actions and words. Ascension Macomb-Oakland Hospital is dedicated to serving patients with compassionate care and medical excellence, making a difference in every life we touch.