



MERCY HEALTH MUSKEGON/LAKESHORE CAMPUS  
Community Health Needs Assessment Implementation Strategy Plan  
Fiscal years 2016 - 2019

Mercy Health Muskegon completed a comprehensive Community Health Needs Assessment (CHNA) jointly among its Mercy, Hackley and Lakeshore Critical Care facilities, adopted by the Lakeshore Campus Board of Trustees on August 27, 2015 and by the Mercy-Hackley Board of Trustees on September 26, 2015. Mercy Health Muskegon (MHM) performed the joint CHNA in adherence to certain federal requirements for not-for-profit hospitals set forth in the Affordable Care Act and by the Internal Revenue Service. The assessment took into account input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at [www.mercyhealthmuskegon.com/CHNA](http://www.mercyhealthmuskegon.com/CHNA), or printed copies are available at Mercy Health Muskegon, Mercy Campus, 1500 Sherman Blvd., Muskegon, MI, 49444 or at the Health Project, 565 West Western Avenue, Muskegon, MI 49440.

**Facilities, Communities Served and Demographics**

Mercy Health Muskegon consists of four campuses, all of which serve residents of Oceana, Muskegon and Newaygo Counties. The Lakeshore Campus is a critical care hospital in rural Oceana County to the north of Muskegon County. Mercy Health Muskegon facilities also serve population segments in Newaygo County, principally in the southeastern area of the county. The Mercy Campus is a full-service hospital in southern Muskegon. The Hackley Campus is a full-service hospital in central Muskegon, and the General Campus is an ambulatory site in eastern Muskegon.

The composition of Oceana County's population is 83.4% White, 0.7% African American, 14.1 Hispanic, 1.5 American Indian or Alaska Native and 0.3% Asian. The median household income is \$40,023 and the median family income is \$47,906. About 12% of families and 19.9% of the population are reported as below the poverty line. Families with female householders, related children under 18 years, and no husband present, experience poverty rates approaching 50%. Oceana County has been deemed a Health Professional Shortage Area (HPSA) and Medically Underserved Population (MUP) area by the Federal Government.

The composition of Newaygo County's population includes 91.7% White, 1.2% African American, 5.8% Hispanic, 0.9% American Indian or Alaska Native and 0.4% Asian. The median household income is \$42,571 and the median family income is \$54,252. About 13% of families and 18.6% of the population are reported as below the poverty line. Families with female householders, related children under 18 years, and no husband present, experience poverty rates approaching 51%. The county is designated as a Health Professional Shortage Area (HPSA) and Medically Underserved Population (MUP) area.

## Mission

We serve together in the spirit of the Gospel as a compassionate and transforming healing presence within our communities.

## Health Needs of the Community

The CHNA conducted between January and June 2015 identified 11 significant health needs within the MHM/Lakeshore service area. Those needs were then prioritized based on 4 criteria: 1) severity, magnitude or urgency; 2) feasibility with respect to barriers and available resources; 3) potential impact on the greatest number; 4) achievability within the 3 years covered by the CHNA. The top 5 significant health needs identified in Muskegon County, in order of priority, include:

<b>1. Access to Primary Care</b>	<ul style="list-style-type: none"><li>• Oceana and Newaygo Counties are designated an HPSA and an MUP. Implementation of ACA and corresponding robust enrollment campaigns have resulted in already overloaded PCPs and a need for new providers.</li></ul>
<b>2. Access to Specialty Care</b>	<ul style="list-style-type: none"><li>• Oceana and Newaygo Counties are disperse, rural areas with a high poverty rate. Oceana has a significant migrant population. Transportation is a barrier issue, as residents must travel long distances to access specialists and complicated diagnostic tests only available in Muskegon, Grand Rapids, Fremont or Ludington.</li></ul>
<b>3. Health Care Coverage</b>	<ul style="list-style-type: none"><li>• Notwithstanding robust ACA enrollment efforts in mid-2015 and 2016, Oceana and Newaygo Counties have low enrollment rates in Medicaid, expanded Medicaid and the Marketplace, such that 14.4%+ are uninsured. Many residents are underinsured with high deductibles and copays.</li></ul>
<b>4. Access to Medication</b>	<ul style="list-style-type: none"><li>• There are only four pharmacies in Oceana County. Due to its rural nature, transportation is a significant barrier issue, especially for the elderly and disabled population segments. High poverty and lack of adequate health coverage are contributing factors.</li></ul>
<b>5. Access to Urgent Care</b>	<ul style="list-style-type: none"><li>• Previous attempts to provide urgent care facilities in Oceana County have not been economically feasible. Currently, the Lakeshore Campus ED serves the urgent care needs of the population, particularly for the uninsured, underinsured and for after-hours needs.</li></ul>

## Hospital Implementation Strategy Plan

Mercy Health Muskegon's resources, overall alignment with its mission, goals and strategic priorities, were taken into consideration of the significant health needs identified through the most recent CHNA process.

### Significant health needs to be addressed

Mercy Health Muskegon will focus on developing and/or supporting initiatives, and measure their effectiveness to improve the following health needs:

- **Access to Primary Care** – details on page 5
- **Access to Specialty Care** – details on page 6
- **Health Care Coverage** – details on page 7
- **Access to Medication** – details on page 8
- **Access to Urgent Care** – details on page 9

### Significant health needs that will not receive primary focus or will not be addressed

Mercy Health Muskegon acknowledges the wide range of priority health issues that emerged from the CHNA process, and determined that it could effectively focus on only those health needs it deemed most pressing, under-addressed, and within its ability to influence. MHM will not take focused action on the following health needs during the 2016-2019 CHNA period:

- Patient-Provider Communication – this was the #3 ranked issue in the 2013 CHNA, and is being addressed with the expansion of the Pathways to Better Health program and use of CHWs in Oceana County. MHM Oceana- and northern Muskegon-based primary care practices are increasingly engaged with the Pathways program, which is improving communication between providers and patients, patient adherence behaviors and health outcomes.
- Diabetes – this was the #1 issue in the 2013 CHNA. MHM Health Project staff is working with the Oceana Health Disparities Reduction Coalition in conducting a long-term strategic planning process with community leaders to address access to health care, diabetes and obesity. A subgroup of the Coalition, the Oceana Diabetes Team, is currently active and working with Healthy Families of Oceana County. Additionally, Health Project staff outreach is at health fairs, school events, food trucks and community events, which include education, screening, referral and enrollment activities. MHM-supported prevention programs have focused on nutrition education and access to healthy food programs, in collaboration with local coalitions, local school districts and community-based organizations serving minority population segments. A diabetes educator to be embedded in MHM practices will be proposed in FY 18.
- Cancer – Patients are referred to the Johnson Family Cancer Center, which offers comprehensive cancer services to patients on the lakeshore; including research, education, screening, treatment, cosmetic services, innovative products, counseling and support groups.

- Cardiovascular Disease – This was the #5 issue in the 2013 CHNA. MHM's Heart Center is an on-going comprehensive wellness and rehabilitation center serving Oceana and Newaygo County patients. The Center offers a variety of services; including screening, education, nutrition counseling and weight management. Transportation remains a barrier issue, so specialty clinics at the Lakeshore Campus and primary care practices serving Oceana patients are being conducted. Health Project staff helped organize health fairs and participated in community events, which include screening, referral and enrollment activities. MHM supported prevention programs have focused on nutrition education and access to healthy food programs in collaboration with local coalitions, local school districts and community-based organizations serving minority population segments. Cardiology care, including lab and radiology, is offered at the Sable Point Family Care in Ludington, serving patients from northern Oceana and Newaygo Counties.
- Hypertension - MHM has been and continues to address this health issue in conjunction with its CVD and Diabetes programs. The Health Project also participated in the ASTHO Million Hearts State Learning Collaborative until it ended in the early part of FY16. MHM-supported prevention programs have focused on nutrition education and access to healthy food programs in collaboration with local school districts and community-based organizations serving minority population segments.
- Adult Asthma - MHM does not currently operate an asthma program, but there is discussion of implementing an allergy clinic in the future.

This implementation strategy plan specifies community health needs that the Hospital has determined to meet in whole or in part and that are consistent with its mission. The needs above may be addressed in a variety of other ways by the Hospital, but not the significant foci for this CHNA period. The Hospital reserves the right to amend this implementation strategy plan 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.

**CHNA IMPLEMENTATION STRATEGY PLAN  
FISCAL YEARS 2016-2019**

<b>HEALTH SYSTEM FACILITY:</b>	<b>Lakeshore, Mercy, and Hackley Campuses</b>		
<b>CHNA SIGNIFICANT HEALTH NEED:</b>	<b>Access to Primary Care</b>		
<b>CHNA REFERENCE PAGE:</b>	Pp. 7, 9, 10, 11, 17, 18, 24, 34, 35	<b>PRIORITIZATION #:</b>	2 – all 3 campuses
<b>BRIEF DESCRIPTION OF NEED:</b> Implementation of ACA and corresponding robust enrollment campaigns have resulted in overloaded PCPs and a shortage of new providers. Transportation to medical services has been a barrier issue among rural and very low- income residents.			
<b>GOAL:</b> Improve access to primary care providers throughout the service area, especially in Oceana and Newaygo Counties, which are Health Professional Shortage Areas (HPSA) and Medically Underserved Populations (MUP) designated areas.			
<b>OBJECTIVE:</b> Reduce the ratio of patients to primary care physicians and primary care providers, system-wide.			
<b>ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:</b>			
<ol style="list-style-type: none"> <li>1. Step up recruitment activity to attract new primary care physicians and mid-level primary care providers to the service area, especially in HPSAs and MUPs of Oceana and Newaygo Counties</li> <li>2. Expand existing MHM practices and establish new practices in underserved areas where feasible.</li> <li>3. Expand hours of operation at MHM practices and urgent care facilities.</li> <li>4. Expand use of Graphic Information Systems to identify areas of high ED utilizers for primary care</li> <li>5. Explore use of e-visits and patient portals</li> <li>6. Explore transportation options available to isolated population segments</li> </ol>			
<b>ANTICIPATED IMPACT OF THESE ACTIONS:</b>			
<ol style="list-style-type: none"> <li>1. Reduce the ratio of primary care providers to patients within the service area.</li> <li>2. Reduced overuse of Emergency Departments for primary and urgent care.</li> <li>3. Improved access to primary care homes in rural areas</li> </ol>			
<b>PLAN TO EVALUATE THE IMPACT:</b>			
<ol style="list-style-type: none"> <li>1. Track the ratio of primary care providers to patients in the service area.</li> <li>2. Track ED utilization and cost.</li> </ol>			
<b>PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:</b>			
Pathways to Better Health of the Lakeshore Pathways to Healthy Pregnancies Outreach and Enrollment for Healthy Michigan and Pharmaceutical Assistance Programs			
<b>COLLABORATIVE PARTNERS:</b>			
Health Project Affinia Health Network of the Lakeshore and Grand Rapids Mercy Health St. Mary's North Ottawa Community Hospital Northwest Health Services Sable Point Family Care District Health Department #10 West Michigan Migrant Resource Council			

Oceana Health Disparities Reduction Coalition  
 Enroll West Michigan Oceana  
 Northwest Michigan Chronic Disease Coalition  
 Oceana Home Partnership

**CHNA IMPLEMENTATION STRATEGY PLAN  
 FISCAL YEARS 2016-2019**

**HEALTH SYSTEM FACILITY:** Lakeshore Campus

**CHNA SIGNIFICANT HEALTH NEED:** Access to Specialty Care

<b>CHNA REFERENCE PAGE:</b>	pp. 7, 9, 10, 12, 17, 24, 28, 31, 32, 35	<b>PRIORITIZATION #:</b>	1
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**BRIEF DESCRIPTION OF NEED:** Implementation of ACA and corresponding robust enrollment campaigns have resulted in increased demand for specialty care services where there is an existing shortage of specialists and lack of proximate specialty testing facilities. Transportation to medical services has been a barrier issue among rural and very low income residents, especially in Oceana and Newaygo counties.

**GOAL:** : Improve access to specialty care providers throughout the service area, especially in Oceana and Newaygo Counties, which are Health Professional Shortage Areas (HPSA) and Medically Underserved Populations (MUP) designated areas .

**OBJECTIVE:** Increase access to specialty care and specialized tests not currently available in Oceana County.

**ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:**

1. Continue recruitment activity to attract new specialist physicians to the service area who can serve the HPSAs and MUPs of Oceana and Newaygo Counties
2. Expand conducting "specialty clinics" at the Lakeshore Campus and local PCP practices, as feasible.
3. Explore transportation options for Oceana residents to enable access to specialty care services available in Muskegon, Ludington and Grand Rapids facilities and specialty practices.

**ANTICIPATED IMPACT OF THESE ACTIONS:**

1. Improved access to specialty care in Oceana and Newaygo Counties
2. Lessen transportation barriers

**PLAN TO EVALUATE THE IMPACT:**

1. Track amount and type of specialty providers in the service area.
2. Track amount of time spent by providers in Oceana County and #of patients served.

**PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:**

Health Project Pathways to Better Health of the Lakeshore and Pathways to Healthy Pregnancies  
 Orthopedic and Sleep clinics, mammography and echocardiograms at Lakeshore Campus  
 Mobile MRI scheduling at Lakeshore Campus  
 Sable Point Family Care - cardiology care, lab, radiology, neurosurgery clinic, bariatric support group  
 MHM Telehealth Program

**COLLABORATIVE PARTNERS:** Health Project  
 Affinia Health Network of the Lakeshore and Grand Rapids  
 Sable Point Family Care, Ludington  
 Mercy Health St. Mary's  
 Northwest Health Services  
 District Health Department #10  
 West Michigan Migrant Resource Council  
 Oceana Health Disparities Reduction Coalition  
 Northwest Michigan Chronic Disease Coalition  
 Oceana Home Partnership

**CHNA IMPLEMENTATION STRATEGY PLAN  
 FISCAL YEARS 2016-2019**

**HEALTH SYSTEM FACILITY:** Lakeshore Campus

**CHNA SIGNIFICANT HEALTH NEED:** Health Care Coverage

<b>CHNA REFERENCE PAGE:</b>	pp. 8, 12, 24, 35	<b>PRIORITIZATION #:</b>	6
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**BRIEF DESCRIPTION OF NEED:** Implementation of ACA and corresponding robust enrollment campaigns have resulted in increased enrollment in health coverage. However, Oceana and Newaygo counties remain under-enrolled compared to other counties in West Michigan. Data indicate that 15% are uninsured and climbs to 36% uninsured among the Hispanic population.

**GOAL:** Increase the number of insured throughout the service area, especially in Oceana and Newaygo Counties, which are Medically Underserved Populations (MUP) designated areas .

**OBJECTIVE:** Step up health coverage enrollment activities in Oceana County during Medicare and Medicaid open enrollment periods and lower the percentage of uninsured.

**ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:**

1. Increase enrollment activities for Medicare and Medicaid during open enrollment periods through the Health Project's satellite office in Shelby.
2. Add outreach staff to the Shelby office.
3. Promote community coalitions and collaborate with other Oceana health and human service providers to organize, publicize and conduct enrollment events.
4. Conduct outreach activities year-round to identify uninsured persons and families and enroll in available local health coverage programs, as applicable, including MHM pharmaceutical assistance, financial assistance and other private medical assistance programs.
5. Follow up with patients who have defaulted on payments and screen for coverage eligibility.

**ANTICIPATED IMPACT OF THESE ACTIONS:**

1. Increase in patients with insurance.
2. Decrease payment write off as uncollectible debt.
3. Decrease of charitable care.

**PLAN TO EVALUATE THE IMPACT:**

1. Track insured patients
2. Track impact of uncollectible debt
3. Track number of charitable care patients, and cost.

**PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:**

Health Project Outreach  
 Health Project Pharmaceutical Assistance Program  
 "Wheels of Mercy" Mobile Health Unit  
 Pathways to Better Health of the Lakeshore  
 Mercy Health Financial Assistance Program

**COLLABORATIVE PARTNERS: Health Project**

Mercy Health Muskegon  
 Affinia Health Network of the Lakeshore  
 Northwest Health Services  
 District Health Department #10  
 West Michigan Migrant Resource Council  
 Oceana Health Disparities Reduction Coalition  
 Northwest Michigan Chronic Disease Coalition  
 Oceana Home Partnership

**CHNA IMPLEMENTATION STRATEGY PLAN  
 FISCAL YEARS 2016-2019**

<b>HEALTH SYSTEM FACILITY:</b>	<b>Lakeshore Campus</b>
<b>CHNA SIGNIFICANT HEALTH NEED:</b>	<b>Access to Medications</b>
<b>CHNA REFERENCE PAGE:</b>	pp. 8, 12, 17, 24, 30, 31, 32, 35
<b>PRIORITIZATION #:</b>	9
<b>BRIEF DESCRIPTION OF NEED:</b> Implementation of ACA and corresponding robust enrollment campaigns have resulted in increased enrollment in health coverage. However many Medicaid participants have high co-pays, deductibles and remain unable to afford their medications. Medicare participants face an annual "donut hole" - drug coverage gaps for three months and cannot pay for their medications. Compounding the problem is that many rural residents must travel large distances to reach a pharmacy making transportation a barrier issue.	
<b>GOAL:</b> Improve access to medications in Oceana County, which is a Health Professional Shortage Area (HPSA) and Medically Underserved Populations (MUP) designated area .	
<b>OBJECTIVE:</b> Increase access to medications in Oceana County.	



**ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:**

1. Expand its Pharmaceutical Assistance Program (PAP) through the Health Project's satellite office in Shelby.
2. Add trained PAP staff in the Shelby office.
3. Expand pharmacy services to serve Oceana residents

**ANTICIPATED IMPACT OF THESE ACTIONS:**

1. Increase in patients enrolled in Pharmaceutical Access programs both through the health system and through pharmaceutical providers.
2. Increase in spending by the health system on pharmaceutical access program medications
3. Improve patient adherence to medication regimens.

**PLAN TO EVALUATE THE IMPACT:**

1. Track number of patients enrolled in both health system and pharmaceutical company access program.
2. Track expenditure on medications for health system pharmaceutical access programs.
3. Promote a research study on impact of PAP program on patient health outcomes.

**PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:**  
 MHM/Health Project Pharmaceutical Assistance Program  
 Health Project Outreach  
 "Wheels of Mercy" Mobile Health Unit  
 Pathways to Better Health of the Lakeshore  
 Pathways to Healthy Pregnancies

**COLLABORATIVE PARTNERS:** Health Project  
 Affinia Health Network of the Lakeshore and Grand Rapids  
 Westshore Professional Pharmacy  
 LTC Pharmacy  
 Northwest Medical Services  
 District Health Department #10  
 West Michigan Migrant Resource Council  
 Pharmaceutical manufacturers  
 Private local pharmacies  
 Oceana Health Disparities Reduction Coalition  
 Northwest Michigan Chronic Disease Coalition  
 Oceana Home Partnership

<b>CHNA IMPLEMENTATION STRATEGY PLAN FISCAL YEARS 2016-2019</b>			
<b>HEALTH SYSTEM FACILITY:</b>	<b>Lakeshore Campus</b>		
<b>CHNA SIGNIFICANT HEALTH NEED:</b>	<b>Access to Urgent Care</b>		
<b>CHNA REFERENCE PAGE:</b>	pp. 7, 8, 12, 32, 35	<b>PRIORITIZATION #:</b>	8

<p><b>BRIEF DESCRIPTION OF NEED:</b> The Lakeshore Campus Emergency Department currently serves urgent care needs at a very high cost. Many residents and especially Migrant seasonal workers are agricultural laborers and cannot access medical services during normal business hours. Previous efforts to establish urgent care facilities by the hospital system and private organizations have proven not to be economically infeasible.</p>			
<p><b>GOAL:</b> Finding a feasible solution to address the urgent care needs in Oceana and parts of Newaygo Counties, which are Health Professional Shortage Areas (HPSA) and Medically Underserved Populations (MUP) designated areas.</p>			
<p><b>OBJECTIVE:</b> Improve access to urgent care services in Oceana and Newaygo Counties.</p>			
<p><b>ACTIONS THE HOSPITAL FACILITY INTENDS TO TAKE TO ADDRESS THE HEALTH NEED:</b></p> <ol style="list-style-type: none"> <li>1. Continue 24-hr ER coverage for Oceana County.</li> <li>2. Explore the feasibility of expanding 'after hour' services at hospital owned primary care practices.</li> <li>3. Provide an urgent care service in conjunction with new primary care facilities being developed that serve northern Oceana and Newaygo County residents.</li> </ol>			
<p><b>ANTICIPATED IMPACT OF THESE ACTIONS:</b></p> <ol style="list-style-type: none"> <li>1. Determination on feasibility of urgent care facility in Oceana County.</li> </ol>			
<p><b>PLAN TO EVALUATE THE IMPACT:</b></p> <ol style="list-style-type: none"> <li>1. Track urgent care services delivered at ER and practices serving Oceana &amp; Newaygo patients</li> </ol>			
<p><b>PROGRAMS AND RESOURCES THE HOSPITAL PLANS TO COMMIT:</b>  Lakeshore Campus ER  Urgent care service at Lakeshore Medical in Whitehall serving southern Oceana Co. patients  Urgent care service at Sable Point in Ludington serving northern Oceana and Newaygo Co. patients</p>			
<p><b>COLLABORATIVE PARTNERS: Health Project</b>  Mercy Health Muskegon  MHM Emergency Department  Affinia Health Network of the Lakeshore  Lakeshore Medical, Whitehall  Sable Point Family Care, Ludington</p>			

Adoption of Implementation Strategy

On January 28, 2016, the Board of Trustees for MHM Lakeshore Campus met to discuss the 2016-2019 Implementation Strategy for addressing the community health needs identified in the 2016 Community Health Needs Assessment. Upon review, the Board approved the Implementation Strategy and the related budget. The Mercy Health Muskegon Senior Leadership Team approved this Implementation Strategy Plan on November 14, 2016.

**Stevi Riel, Health Project Executive Director and  
Community Benefit Ministry Officer, Mercy Health Muskegon**  
Name/Title

**11/15/16**  
Date