

Making a Difference

IN THE HEALTH OF OUR COMMUNITY

CHNA IMPLEMENTATION STRATEGY

COMMUNITY HEALTH NEEDS ASSESSMENT (CHNA)

Adopted FY2021 for FY2022-24

MUSKEGON AND OCEANA COUNTY



Mercy Health Mercy Campus, Hackley Campus
and Lakeshore Campus
CHNA Implementation Strategy
Fiscal Years 2022 – 2024

Mercy Health Muskegon completed a comprehensive Community Health Needs Assessment (CHNA) jointly among its two Mercy Health Muskegon hospitals and Lakeshore Critical Care facility, and it was adopted by the Board of Directors on 6/24/2021. Mercy Health (MH) performed the CHNA in adherence with applicable federal requirements for not-for-profit hospitals as set forth in the Affordable Care Act (ACA) and by the Internal Revenue Service (IRS). The assessment took into account a comprehensive review of secondary data analysis of patient outcomes, community health status, and social determinants of health, as well as primary data collection including input from representatives of the community, community members, and various community organizations.

The complete CHNA report is available electronically at

<https://www.mercyhealth.com/assets/documents/community-benefit/mercy-health-muskegon-2021-community-health-needs-assessment.pdf> or printed copies are available at the following location:

Health Project, 565 W. Western Ave., Muskegon
Mercy Campus at 1500 E. Sherman Blvd., Muskegon
Lakeshore Campus at 72 S. State St., Shelby.
Hackley Campus at the Professional Building at 1475 Leahy Street, Muskegon

Hospital Information

Mercy Health Muskegon has served the West Michigan/Lakeshore region as a medical provider for over 115 years. Currently, 267 licensed-bed primary, acute and specialty care system, Mercy Health Muskegon has three campuses including its main campus known as Mercy Campus which is located near U.S. 31 on Sherman Street in Muskegon, the Hackley Campus, located in downtown Muskegon, and the Lakeshore Campus located in Shelby, Michigan. Mercy Health Muskegon is also part of Trinity Health's western region known as Mercy Health. With an employee base of 3,500 individuals, including 375 physicians, Mercy Health Muskegon has an annual rate of 17,500 in-patient discharges and nearly 145,000 emergency/urgent care visits. Mercy Health Muskegon serves a multicounty area with a primary service area consisting of Muskegon and Oceana Counties with 80% of hospital discharged patients residing in those two counties. Mercy Health Muskegon's secondary market includes portions of Newaygo, Mason, and Ottawa Counties.

The Mercy Campus is a full-service, acute facility located in Muskegon County, serving Muskegon, Oceana, and Newaygo Counties. In 2020, Hackley and Mercy campuses consolidated Muskegon's acute operations into a single, new facility on the site of the Mercy campus. Designed to address a model of health care that continues to reduce hospital stays and target community-wide population

health improvement, this new \$291 million facility reduced the overall bed capacity in Muskegon from 408 to 267 beds. Additionally, Mercy Health invested heavily in expanding its primary care access in community neighborhoods throughout the service area with two new primary care centers in Muskegon, one in Ludington, and most recently in Shelby, Michigan.

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

This 2021 Community Health Needs Assessment (CHNA) was conducted jointly with the three hospital system facilities comprising Mercy Health Muskegon: Mercy Health Mercy Campus, Mercy Health Hackley Campus, and Mercy Health Lakeshore Campus. These hospitals are required to conduct assessments at least once every three years. The use of a single CHNA document for multiple sites is permitted under IRS Section 501 (r) Final Rule, as all three West Michigan entities serve a common geography that incorporates two contiguous counties. The Lakeshore Campus Advisory Board has agreed to participate in this joint CHNA process, based on the overlap of medical and other community services.

While this is a single CHNA, separate planning committees were convened in the primary service areas of Muskegon and Oceana Counties. The Mercy Health CHNA document highlights the views and needs of all facilities and reflect their unique surrounding communities. Although the hospital service area for all three campuses is considered the same, the population base of each county is very different. Muskegon County is predominantly urban and suburban, while Oceana County is majority rural with smaller municipal centers.

The decision making and priority setting process for the 2021 Community Health Needs Assessment for Muskegon and Oceana Counties incorporated a six-step structure. This approach was organized around the use of the County Health Rankings and Roadmaps framework, which categorizes data and identifies health risk and behavioral issues.

1. Organize and update data around location, population, and health factors
2. Determine the health factors that should be explored further in data collection
3. In-depth Data collection for priority health factors
4. Priorities Determined for Recommendation
5. Develop and Complete the CHNA Report
6. Final approval of Mercy Health Board of Directors

CHNA Consumer & Community Involvement

Over 65 partner organization stakeholders were involved in the development of the CHNA.

A total of 1,257 community surveys were taken in Mercy Health's two counties:

- Muskegon – 980
- Oceana County – 277

13 Focus Groups were facilitated with 138 participants in the two counties:

- Muskegon – 9
- Oceana – 4

The CHNA, approved and adopted on 6/24/2021, identified the significant health needs within the Mercy Health Muskegon service area, including Lakeshore Campus. Those needs were then prioritized based on results of the community survey and other social indicator data, focus groups, and community meetings, using a framework that incorporated root-cause analysis to identify and address the social influencers of health along the lakeshore, with a focus on the causes of disease in our community. Based on the review of data and community input, the Health Project Advisory Board developed recommendations to the Mercy Health Muskegon Board of Trustees causes of disease in our community.

The significant health needs identified in order of priority and were ranked by the CHNA Advisory Councils by County and further prioritized by campuses. For the purposes of this CHNA Implementation Plan, Mercy Health Muskegon includes the Mercy Sherman and Hackley Campuses located in Muskegon County and the Lakeshore Campus located in Oceana County. Although similar processes in planning, the community adapted prioritized language and taxonomies to their own locale. The following table offers the prioritized area for each campus within the issue. Where possible these areas were combined.

<p>Education</p> <p>Mercy Health Muskegon #1</p> <p>Lakeshore Campus #1</p>	<p>Better educated individuals live longer, healthier lives than those with less education, and their children are more likely to thrive. This is true even when factors like income are considered.</p> <ul style="list-style-type: none"> • According to the American Community Survey (2019) the overall rate of educational attainment in Muskegon County indicates that 8.7% of the population does not have a high school diploma; 71.5% are high school graduates but have less than a bachelor's degree and 19.7% have achieved a bachelor's degree or higher. This is far less than the statewide Michigan average at 29.1%. • In Oceana County (2019) 7.9% of the population aged 25 and over do not have a high school diploma and 4.9% or 879 have less than a 9th grade education. 76.5% are high school graduates with additional education but less than a bachelor's degree and 17.7% have a bachelor's degree or higher. • According to Kids Count, 62.1% of children aged 3-4 in Muskegon County and 68.0% in Oceana County are not enrolled in preschool. • According to the CHNA 2021 Community Survey- Education 10.3% of respondents in Muskegon County and 11% of respondents in Oceana County reported they need more education or new/better skills to get a job or a job that pays more. For those with High School Education or less, it was higher at 11% in Muskegon County and 21% in Oceana County. • Access to the internet or lack thereof in some areas can be a significant factor in accessing education and virtual training, especially in Oceana County where approximately 25% of the population does not have broad band.
<p>Employment & Income</p> <p>Mercy Health Muskegon # 2</p>	<p>Employment provides income and, benefits that can support healthy lifestyle choices. Unemployment and under employment limit these choices, and negatively affect both the quality of life and health overall. The economic condition of a community and an individual's level of educational attainment both play important roles in shaping employment opportunities.</p>

Childcare & Training
Lakeshore Campus #4

- According to the CHNA 2021 Community Survey Findings- Employment and Income • 27% of respondents in Muskegon County and 33% in Oceana County disagreed that there are enough jobs near where they live. • 44% of respondents in Muskegon County and 49% in Oceana County disagreed that jobs near them pay enough.
- Safe, affordable, and reliable access to childcare is an essential component of supporting all working parents. Childcare availability and dependability are significant factors in providing support for individuals as they move from poverty to economic stability.

Community Safety – Racism & Discrimination

Mercy Health Muskegon # 3

According to the CDC, racism consists of structures, policies, practices, and norms that assigns value and determines opportunity based on the way people look or the color of their skin. This results in conditions that unfairly advantage some and disadvantage others throughout society. Racism both structural and interpersonal negatively affects the mental and physical health of millions of people, preventing them from attaining their highest level of health, and consequently, affecting the health of our nation.

- According to the CHNA 2021 Community Survey 18% of respondents in Muskegon County and 11% in Oceana County reported they often/always hear about discrimination in their community.
- 36% of respondents in Muskegon County and 26% in Oceana County reported experiencing at least one type of discrimination. In Muskegon County, 60% reported they primarily hear about discrimination based on race or ethnicity, followed by sexual orientation (24%).
- In Muskegon County, 43% of Black respondents reported they would receive better care if they were a different race or ethnicity, compared to 3% of white-only respondents. Also, 11% Black respondents reported having been denied medical care or receiving poorer care because of discrimination.
- 31% of Black respondents in Muskegon County report having not been hired or promoted because of discrimination.

Access to Care

Lakeshore Campus #2

Lack of insurance is a significant barrier to seeking timely care. Individuals without medical coverage or who have inadequate coverage risk medical debt when they access the health care system.

- Oceana’s rate of uninsurance (11%) exceeds that of the state of Michigan and of Muskegon County.
- 15% of Oceana’s population is Hispanic and in 2019, 17% of Hispanics were uninsured.
- According to the CHNA Community Survey 55% of respondents in, Muskegon County and 65% in Oceana County residence reported they have choices in where they go for care especially for mental health and specialty care
- 34% of respondents in Muskegon County and 32% in Oceana County reported that cost prevented them from getting at least one form of care (Medical care, Dental care, Mental Health Care, Prescription Medication and Vision Care) in the past year.

- As more health care and specialty services such as mental health care are utilizing Telehealth services, broadband access, or lack of it can be a significant factor in access to care.

<p>Disparities in Housing</p> <p>Lakeshore Campus # 3</p>	<p>According to the 2017 Muskegon County Consolidated Plan for Housing and Community Development, lower income residents face challenges in finding affordable housing. This is primarily because Muskegon County rent costs and home pricing are increasing faster than local wage rates. Low-income households are heavily dependent on</p> <ul style="list-style-type: none"> • Affordable housing is scarce in Muskegon County and low-income residents often pay more than 30% of their household income for housing. The “housing burden” was the most common housing problem identified among both low-income renters and homeowners • The current estimated number of overburdened households in Muskegon County is 55%. In both Muskegon and Oceana County, Rental Households are most impacted by housing cost burden.
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<p>Transit</p> <p>Lakeshore Campus # 3</p>	<p>Having reliable access to transportation is also a significant burden for several community members both in Muskegon and Oceana Counties.</p> <ul style="list-style-type: none"> • According to CHNA Survey (2021), 9% of respondents report they ‘sometimes or rarely’ have a reliable way to get where you need to go, and only 34% indicated there was reliable public transportation in Muskegon County and only 6% agreed that there was reliable public transportation in Oceana County. • According to CHNA Survey (2021), 8% of Muskegon County residents indicate they have a mobility impairment.
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<p>Nutrition / Diet /</p> <p>Lakeshore Campus # 5</p>	<p>Our environment affects our access to healthy food and opportunities health and risk of being overweight and obese.</p> <ul style="list-style-type: none"> • Among high school students, 1-in-3 high school students are overweight or obese in Muskegon (35.9%) and Oceana (34.8%). • According to the MiPHY (2020), 49% HS Students reported adequate physical activity (60+ mins/ 5+ days/wk) • According to the MIPHY (2020), only 19% High School Youths are having five or more servings of fruits and vegetables per day. • According to CHNA Survey (2021), 7% of respondents in Oceana County reported that not having enough money makes it hard to eat healthy. • According to the Michigan Behavioral Risk Factor Survey, almost 1 in 4 adults in Muskegon County reported no leisure time physical activity, which is like the statewide average of 23%. • Previous surveys reveal that 24.7% of adult women and 21.2% of males in Muskegon County report physical inactivity. Adults who report no leisure time for activity are responding to the question, “During the past month, other than your regular job, did you participate in any physical activity.”
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Healthy Behaviors

Tobacco

Mercy Health Muskegon
5.2

Tobacco use is the leading cause of preventable death in the United States. It affects not only those who choose to use tobacco, but also people who live and work around tobacco.

- The County Health Rankings for 2021 finds that smoking rates among adults remain higher in Muskegon (25%) and in Oceana (24%) counties than statewide (20%) or nationally (17%).
- However, both reported rates fall within the margin of error suggesting that rates of smoking, while high, remain relatively steady. Of the 1,257 adults who participated in the CHNA survey in April of 2021, 11% of respondents in Muskegon County and 12% in Oceana County reported tobacco use in past 30 days with 2% in Muskegon and 3% in Oceana reporting use on 20+ days in past month.

Healthy Behaviors

Alcohol and Drug Abuse

Mercy Health Muskegon
5.3

In the Mercy Health Muskegon service area, rates of excessive alcohol use among adults are statistically similar to the state's norm with both Muskegon and Oceana Counties having a rate of 20%.

- Among High School Students in Muskegon County substance use has been decreasing and is now lower than statewide rates for most substances. In 2019, nearly twice as many Michigan students reported binge drinking (11%) and marijuana use (22%) than in Muskegon County (6.9% and 13.8% respectively).
- 10% of respondents in Muskegon County and 12% in Oceana County reported marijuana use in the past month, with 4% in Muskegon and 6% in Oceana reporting use on 20+ days in past month.
- Muskegon has had a significant issue with opioid dependency and large fatal overdose rates. In 2020, 57 people were listed as having died as a result of opioid and fentanyl deaths.

Healthy Behaviors

Sexual Health

Mercy Health Muskegon
#5.4

In 2019, Muskegon County was reported to have 1,324 cases of chlamydia and has the tenth highest number of cases in Michigan. Muskegon's rate (743.8) is well above the overall state rate of 507.8. Conversely, Oceana's rate of 329 is well below. Teen births in Muskegon County declined 14% during the period spanning 2014-2016 (158 total births). Oceana County's has declined 10% (29 births). Overall, teen birth rates have fallen by 50% since 2000. Despite this trend, local teen birth rates in the Mercy Health service area still exceed the overall state rate of 18.

Hospital Implementation Strategy

Mercy Health Muskegon resources and overall alignment with the hospital's mission, goals and strategic priorities were taken into consideration of the significant health needs identified through the most recent CHNA process. In the prioritized areas two of the top issues will have similar strategies within each community.

Significant health needs to be addressed

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

Community Need	Mercy Campus	Hackley Campus	Lakeshore Campus
Education	X	X	X
Employment, Income & Childcare	X	X	X
Community Safety – Racism & Discrimination	X	X	X
Health Behaviors:			
<i>Smoking</i>	X	X	
<i>Nutrition & Exercise</i>	X	X	X
<i>Alcohol & Other Drugs</i>	X	X	
<i>Sexual Health</i>	X	X	
Access to Care	X	X	X
Disparities in Housing & Transit	X	X	

Significant health needs that will not be addressed

Mercy Health Muskegon 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 that they deemed most pressing, under-addressed, and within its ability to influence. The CHNA process also highlighted the work and initiatives undertaken by many other community organizations, governments, as well as additional funding and resources from state, federal, and private philanthropy organizations who have made financial resources available in response to Covid 19 pandemic.

- **Disparities in Water Quality** - Where possible, Mercy Health will partner with the community organization as they will explore why perceptions of water quality are poor in Muskegon County.
- **Transit** – Although the Lakeshore Campus will not specifically address this need yet, we intend to develop collaborative partnerships to address this need over the next three years.

This implementation strategy specifies community health needs that the hospital has determined to address in whole or in part and that are consistent with its mission. The hospital reserves the right to amend this implementation strategy as circumstances warrant. For example, certain needs may become more pronounced and require enhancements to the described strategic initiatives. Additionally, discovery of underlying issues may result reexamining these issues in the proceeding years. During these three years, 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.

Strategy & Budget notes

Mercy Health has included information about current projects that exist within community benefit operations and those that have been funded to partner organizations through administration, the Community Benefit Board Initiative grants or Sister Simone funding as of October 1st, 2021.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY 2022 – FY2024**

Hospital facility:	Mercy Health Muskegon, Hackley, Lakeshore	
CHNA significant health need:	Education & Employment	
CHNA reference page: 40,41,80,82	Prioritization #:	
	Education: Muskegon & Oceana #1	
	Employment & Income: Muskegon # 2	

Brief description of need:

Better educated individuals live longer, healthier lives than those with less education, and their children are more likely to thrive. This is true even when factors like income are considered.

- According to Kids Count, 62.1% of children ages 3-4 in Muskegon County and 68.0% in Oceana County are not enrolled in preschool.
- According to the American Community Survey (2019) the overall rate of educational attainment in Muskegon County indicates that 8.7% of the population does not have a high school diploma; 71.5% are high school graduates but have less than a bachelor's degree and 19.7% have achieved a bachelor's degree or higher.
- According to the most recent CHNA Community Survey of 1,257 local residents, 10.3% of respondents in Muskegon County and 11% of respondents in Oceana County reported they need more education or new/better skills to get a job or a job that pays more.
- Another factor in education is access to reliable, high-speed broadband internet improves access to education, employment, and health care opportunities and is associated with increased economic development. According to the National Broad Band map, while there is a 94% broad band in Mercy Health's service area, there continues to be a significant disparity between Muskegon at 97.1% broadband coverage to compared to only 75.62% for Oceana County. It has remained around 75% for the past five years.

Goal: Increase educational attainment in Muskegon and Oceana Counties.

SMART Objective(s):

- Increase access to early childhood education in Muskegon and Oceana County by 50 more children enrolled per year by 2025 in Muskegon, Muskegon Heights & Oceana school districts.
- Increase access to college enrollment for Muskegon & Oceana County residents by 5% by 2025
- Increase participation in career & skills training for adults in Muskegon & Oceana County Residents by 2025.

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospital	Funding/Staff
Hackley Campus Donation to Muskegon Public Schools - Property Transferred. With planning on career technical Readiness Program	x			Mercy Health Hackley Campus	Donated Land at Hackley Campus
Support PK4 All in Muskegon and Muskegon Heights School Districts	x	x	x	Mercy Health, Muskegon Hackley Campus	\$25,000 Mercy Health Funding
Explore Expansion of Broad Band Access in Rural communities of Muskegon and Oceana County.	x	x	x	Mercy Health Lakeshore Campus	Mercy Health & CHWB Staff
Support SIOH Screening expansion at Mercy Health	x	x	x	Mercy Health, Muskegon Hackley Campus Lakeshore	Mercy Health Registration CHWB, & MHPP
Support Health Project Hub Referral and Care Coordination programs that connect patients with programs.	x	x	x	Mercy Health, Muskegon Hackley Campus Lakeshore	CHWB HUB
Support Read Muskegon's Health Education and Literacy (HEAL) Program to increase health literacy program in Muskegon.	x			Mercy Health, Muskegon Hackley Campus	\$6,500 Mercy Health Community Grant
Support Oceana College Access Network (OCAN) program to increase access to college in Oceana County.	x			Mercy Health Lakeshore Campus	\$25,000 Mercy Health Community Grant
Explore Replication of Muskegon Promise in Oceana County	x			Mercy Health Muskegon Lakeshore Campus	Lakeshore Campus Leaders
Pathfinders of Muskegon Café program to provided family education and services with those with more than one ACEs' Score.	x			Mercy Health, Muskegon Hackley Campus	\$10,000 Mercy Health Community Grant
Support of Boys & Girls Club Making Minutes Count program	x			Mercy Health, Muskegon Hackley Campus	\$15,000 Mercy Health Community Grant
Provide funding through Community Benefit Board Initiatives (CBBI) and Sister Simone grants for workforce development, training or career supports for local organizations supporting the poor and underserved.		x	x	Mercy Health, Muskegon Hackley Campus Lakeshore	TBD
Community Partners: Muskegon Public Schools, Muskegon Heights Public Schools, Talent 2025 & Several Business, Area Health & Human Service Organizations, Read Muskegon, Oceana Community Foundation / Oceana College Access Network, Muskegon Area School District, Oceana Intermediate School District, State of Michigan, Pathfinders, Muskegon Boys & Girls Club					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Access to Charles Hackley Middle School and early career readiness center in Muskegon/Muskegon Heights as a result of the Mercy Health land transfer to Muskegon Public Schools	Baseline to be established 2023	Goal to be established 2023
Enrollment in new PK4 All program	0	150 by 2025
Broadband coverage per County population. Trinity Health Data Hub – 2020	97% Muskegon - 2020 75% Oceana County	99% Muskegon - 2025 90% Oceana
SIOH Screening Completion Rate for Mercy Health - 2021	13.5% of patients - June 21	75% of patients- June 25
Education Referrals for Training & Education (Aunt Bertha & HP Hub)	Baseline established July 2021 – December 2021	Increase of 5% by 2025
Bachelor's Degree Attainment by County Trinity Health Data Hub	19.72% Muskegon County 19.52 % Oceana County	20.7% Muskegon 20.5% Oceana County

Plan to evaluate the impact:

The plan to evaluate education will use a mixed method of evaluation both quantitative and qualitative data from community level planning, alignment strategies, and pulling data from various state, local, and Mercy Health data sets. All community meetings will have notes and action steps to monitor process as well as community level decisions and action steps. Mercy Health staff with the assistance of the Muskegon Area School District will continue to collect early childhood, education, and post-secondary education for Muskegon & Oceana Counties. Additional data from within Mercy Health will be performed by the Data Analyst Team with the predetermined impact measures. If no baseline was established prior to the implementation plan, the CHNA's Team staff will make determination of baseline collection times for any new programs.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY22 - FY24**

Hospital facility:	Mercy Health Muskegon, Hackley, Lakeshore Campus	
CHNA significant health need:	Employment – Childcare Access	
CHNA reference page:	46, 75	Prioritization #: Muskegon # 2.1 Oceana # 4.1

Brief description of need:

Employment provides income and, benefits that can support healthy lifestyle choices. A significant barrier to employment includes the quality and access to childcare availability to support workers.

Even when all providers are open, quality childcare can be hard to find. An estimated 44% of Michiganders live in childcare deserts. A childcare desert is when the ratio of children ages 0-5 to the number of licensed childcare spots is greater than 3. Within each county, maps of child-care deserts show patterns of economic inequality and racial segregation. Supply is concentrated in areas with high median incomes and housing values, where residents can more often afford to pay fees. Communities made vulnerable by lower incomes and disinvestment, often due to racial segregation or geographic isolation, tend to have lower supply.

From rural to urban areas, childcare is funded mainly by parent fees and subsidies from the state. With high costs primarily on parents, there are fewer options for families with low- and middle incomes. Children ages 0-5 in families with low to medium incomes (below 400% of poverty) are most affected by the lack of childcare. A critical issue remains for the childcare providers as they often lack the administrative capacity to do burdensome paperwork to capture subsidies, and enhancing their quality while maintaining their licensing, and providing a safe, reliable, and engaging experience for Michigan's children. While subsidy reimbursement remains low, recent funding from the federal government is enhancing childcare subsidies for Michigan's day care providers.

- In Muskegon there is low capacity for day care with over 12,704 children and day care capacity for 7,138 or 1.8 kids per spot. Oceana County is listed as a moderate capacity community with 1,690 children and capacity for 1,224 children or a 1.4 kids per spot.
- While many children ages 0-5 are eligible for subsidies, 9.2% of Muskegon children in day care are subsidized and only 4.6% in Oceana County.
- As of 2020, Muskegon had 201 licensed providers and Oceana had 24 licensed providers.

Goal: Increase access to Childcare in Muskegon and Oceana Counties.

SMART Objective(s):

- Increase # of facilities with Great Start to Readiness Star Ratings 3-5 by 10% by 2025
- Increase day care capacity providers by 5% in Muskegon & Oceana County 2025

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

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospitals	Funding/In-kind
Continue to support education, awareness, and collaboration among licensed childcare providers to enhance childcare system and quality in Muskegon.	x			Mercy Health, Muskegon Hackley Campus	\$25,000 Mercy Health Community Grant (CBBI)
Provide funding to Muskegon YMCA for Day Care Expansion in Muskegon	x	x		Mercy Health, Muskegon Hackley Campus	\$25,000 Mercy Health Community Grant (CBBI)
Explore replication of childcare programs in Oceana County (<i>Priority Program</i>)		x	x	Mercy Health, Muskegon Lakeshore	Mercy Health CHWB CHI Team
Provide funding through Community Benefit Board Initiatives (CBBI) and Sister Simone grants for workforce development, training or career supports for local organizations supporting the poor and underserved.		x	x	Mercy Health, Muskegon Hackley Lakeshore	Cash and financial resources.
Community Partners: United Way of the Lakeshore's Childcare Action Team, Muskegon YMCA, Child Care Providers, Great Start to Quality Western Resource Center, State of Michigan, YMCA of the Lakeshore Muskegon YMCA					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
# of Childcare Centers in Muskegon with Quality indicators for Great Start Readiness (GSR) Ratings (3-5 Star Ratings) 2021	62 – GSR 3-5 Start Ratings Musk.	66 GSR – 3-5 Star Ratings
Licensed childcare providers Michigan LARA	201 Muskegon Providers 24 Oceana Providers	212 Muskegon Providers 26 Oceana Providers

Plan to evaluate the impact:

The Child Care objectives will be monitored to ensure completion of all initiatives supported by Mercy Health using both qualitative and quantitative indicators. For some strategies such as the Child Care Action team, process measures include meeting minutes, agendas, and action strategies pursued to ensure capacity enhancements for quality found in the Great Start Readiness key indicators. To measure increase in day care providers, ongoing communications and day care planning, development, and implementation of providers. Impact measures will be monitored on a bi-annual basis and reviewed by CHWB staff, the Community Grants Committee & CHNA Advisory Committee. For measures not achieving the intended target, a review of activities will be done to determine necessary enhancements or modifications.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY22 - FY24**

Hospital facility:	Mercy Health Muskegon, Hackley, Lakeshore Campus	
CHNA significant health need:	Community Safety – Racism & Discrimination	
CHNA reference page:	56,58, 78,79,82	Prioritization #: 3 Muskegon

Brief description of need:

According to the CDC, racism consists of structures, policies, practices, and norms that assigns value and determines opportunity based on the way people look or the color of their skin. This results in conditions that unfairly advantage some and disadvantage others throughout society. Racism both structural and interpersonal negatively affects the mental and physical health of millions of people, preventing them from attaining their highest level of health, and consequently, affecting the health of our nation. A growing body of research shows that centuries of racism in this country has had a profound and negative impact on communities of color.

CHNA 2021 Community Survey - Discrimination • 18% of respondents in Muskegon County and 11% in Oceana County reported they often/always hear about discrimination in their community. • 36% of respondents in Muskegon County and 26% in Oceana County reported experiencing at least one type of discrimination. • In Muskegon County, 60% reported they primarily hear about discrimination based on race or ethnicity, followed by sexual orientation (24%).

In Muskegon County, 43% of Black respondents reported they would receive better care if they were a different race or ethnicity, compared to 3% of white-only respondents. Also, 11% Black respondents reported having been denied medical care or receiving poorer care because of discrimination. 31% of Black respondents in Muskegon County report having not been hired or promoted because of discrimination.

Goal: Decrease those reporting racism and discrimination in Muskegon County.

SMART Objective(s):

- Increase in knowledge about unconscious bias, discrimination, and racial understanding to an additional 300 community members by 2025.
- Decrease # of those reporting discrimination in Muskegon County on the CHNA survey by 15%
- Decrease # of Muskegon County residence indicating they were not hired or promoted because of race by 5% by 2025.

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospitals	Funding/In-kind
Support of the Muskegon Health Disparities Coalition's Coming Together for Racial Understanding (CTRU) classes in FY22 & FY23 proposed budget (<i>Priority Program</i>)	x	x	x	Mercy Health Muskegon Hackley Campus Lakeshore	HP CHI Staff Time Health Disparities Coalition Members

Coalition for Community Development - Community Storytelling Project	x			Mercy Health Muskegon Hackley	\$10,000 Mercy Health Community Grants
Support of Community Foundation for Muskegon County-wide Diversity, Equity, and Inclusion (DEI) resource - Office of Diversity	x			Mercy Health Muskegon Hackley Campus Lakeshore	\$10,000 Mercy Health Community Grants
Provide funding through Community Benefit Board Initiatives (CBBI) and Sister Simone grants relating to racism and discrimination.		x	x	Mercy Health Muskegon Hackley Campus Lakeshore	Mercy Health Community Grants
Community Partners: Hackly Community Care, Muskegon Community College, Community Foundation for Muskegon County, Coalition for Community Development					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
# of Participants in trainings for CTRU	42 Per Year	300
# of Youth Participating in Story Telling per grantee documentation	0	50 Per Year
# of D&I initiatives implemented by MCC within community organizations or other baseline measures as determined by MCC.	0	2 per year
Feelings of Racial Discrimination CHNA Survey 2021	14% of CHNA Survey Respondents	12% of CHNA Survey Respondents
Feelings that race was a factor in not being hired. CHNA Survey 2021	13.9%	13%

Plan to evaluate the impact:

Mercy Health's support of community safety on racism and discrimination are fluid and changing as initiatives continue to grow in Muskegon. To evaluate the Coming Together for Racial Understanding (CTRU), program qualitative process information such as recruitment of master trainers, community engagement and enrollment, and number of enrollees will be analyzed for impact. The Mercy Health Grantees will utilize their own data matrix and may make additional suggestions for evaluative outcomes. Impact measures will be monitored on an annual basis and reviewed by staff, Mercy Health Community Grant committee, and the CHNA Advisory Committee for accountability. For measures not achieving the intended target, a review of activities will be done to determine necessary enhancements or modification.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY22 - FY24**

Hospital facility:	Mercy Health – Lakeshore Campus		
CHNA significant health need:	Access to Care		
CHNA reference page:	34,37	Prioritization #:	2 Oceana County

Brief Description of Issue:

Access to affordable, quality, and timely health care can help prevent diseases and detect issues sooner, enabling individuals to live longer, and healthier lives. Having access to care allows individuals to enter the health care system, find care easily and locally, pay for care and get their health needs met.

Oceana’s rate of uninsurance (11%) exceeds that of the state of Michigan and of Muskegon County. Lack of insurance is a significant barrier to seeking timely care. Individuals without medical coverage or who have inadequate coverage risk medical debt when they access the health care system. 15% of Oceana’s population is Hispanic and in 2019, 17% of Hispanics were uninsured. 55% of respondents in According to the CHNA Community Survey, 65% in Oceana County residence reported they have choices in where they go for care. 32% of Oceana County residents reported that cost prevented them from getting at least one form of care (Medical care, Dental care, Mental Health Care, Prescription Medication and Vision Care) in the past year.

Goal: Increase Access to Care in Oceana County.

SMART Objective(s):

- Increase % of those insured in Oceana County by 5% overall by 2025.
- Increase # of migrant workers accessing health care services in Oceana County by 5% overall by 2025.
- Increase broad band access in Oceana County from 75% to 85% by 2025.

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

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospital	Funding/ Staff/In-kind
Continue to support Outreach and Enrollment of Federal, State, and Private insurance programs through the HP's Community Health Workers.	x	x	x	Mercy Health Muskegon Hackley Campus Lakeshore	Mercy Health Financial Assistance/ CHWB Enrollment
Continue to support Social Influencers of Health Screening of Mercy Health Patients and referrals to Health Project Hub and other organizations.	x	x	x	Mercy Health Muskegon Hackley Campus Lakeshore	MHPP Offices Mercy Health Registration, CHWB Staff
Support Community Resource Directory Outreach to stakeholders, physicians, and consumers.	x	x	x	Mercy Health Muskegon Hackley Campus Lakeshore	Mercy Health CHWB CHI Team

Provide funding in improving migrant health in Oceana Muskegon and Newaygo County. <i>(Priority Program)</i>	x			Mercy Health Lakeshore	\$5,000 Mercy Health Community Grants
Explore broadband expansion initiatives for Oceana County	x			Mercy Health Lakeshore	Mercy Health CHWB
Provide funding through Community Benefit Board Initiatives (CBBI) and Sister Simone grants relating to Access to Care		x	x		Mercy Health Community Grants
Community Partners: Oceana Office or MI Department of Health & Human Services, Migrant Legal Aid, & several health & human service organizations.					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
# of insured in Oceana County	11% in 2019	9% in 2024
# of migrant workers who have education sessions	0	50
% of Mercy Health patients who participate in SIOH Screening	13.5 % June 2021	75% in June 2025
% of Referrals from Mercy Health through the Community Resource Directory.	Currently assessing baseline as of September 1 st through December 2021.	Target to be established 2022
Broadband coverage per County population. Trinity Health Data Hub – 2020	97% Muskegon - 2020 75% Oceana County	99% Muskegon - 2025 90% Oceana

Plan to evaluate the impact:

Access to Care evaluation impact measures will be monitored on a quarterly basis and reviewed by staff and the CHNA Advisory Committee. All CHWB measures for enrollment, community care coordination and community health improvement have data sets they utilize to track process as well as examination of intervening variables for strategies impacting the broader community. Several key indicators for this evaluation will be from data analytics pulled from internal data sources including EPIC, the Community Resource Directory. Broad band access initiatives will be monitored for process and collaboration within Oceana County, although ultimately the annual analysis of the % of Oceana residents with broad band will be the long-term objective. For measures not achieving the intended target, a review of activities will be done to determine necessary enhancements or modification. Additional impact measures may be determined once priority action-items have been determined. For community grants initiatives, each funded agency has to submit qualitative and quantitative outcome measures as well as community level data they hope to influence.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY22-FY24**

Hospital facility: Mercy Health Muskegon and Hackley	
CHNA significant health need: Disparities in Housing & Transit	
CHNA Reference Page: 57,58,59	Prioritization: Oceana #3 Muskegon #4

Brief Description of Issue:

According to the 2017 Muskegon County Consolidated Plan for Housing and Community Development, lower income residents face challenges in finding affordable housing. This is primarily because Muskegon County rent costs and home pricing are increasing faster than local wage rates. Low-income households are heavily dependent on affordable rental housing. Affordable housing is scarce in Muskegon County and low-income residents often pay more than 30% of their household income for housing. The “housing burden” was the most common housing problem identified among both low-income renters and homeowners in Muskegon County. This trend is expected to continue, given market trends, and increased economic revitalization in the area. The current estimated number of overburdened households in Muskegon County is 55%. In both Muskegon and Oceana County, Rental Households are most impacted by housing cost burden.

Having reliable access to transportation is also a significant burden for several community members both in Muskegon and Oceana Counties. According to CHNA Survey (2021), 9% of respondents report they ‘sometimes or rarely’ have a reliable way to get where you need to go, and only 34% indicated there was reliable public transportation in Muskegon County and only 6% agreed that there was reliable public transportation in Oceana County. According to CHNA Survey (2021), 8% of Muskegon County residents indicate they have a mobility impairment.

Goal: Increase Access to Affordable Housing & Transit in Muskegon and Oceana County.

SMART Objective(s):

- Increase access to housing for low-income residents by 5% in Muskegon County
- Increase transportation for 100 new clients overall by 2025 within Muskegon County.
- Increase access to mobility equipment for 75 residents overall by 2025 in Muskegon County.

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

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospitals	Funding/Staff/In-kind
Continue to provide administrative support of the Homeless Continuum of Care for Muskegon County and case manager subcommittee.	x	x	x	Mercy Health, Muskegon Hackley Campus	CHWB Health Project Hub
Continue to support Health Project Hub program for referrals to HUD supportive housing programs in Muskegon and Oceana Counties.	x	x	x	Mercy Health, Muskegon Hackley Campus	CHWB Project Hub
Muskegon Rescue Mission - Health Screening and Referral Program at the Pantry to facilitate health screenings and	x			Mercy Health, Muskegon Hackley Campus	\$10,000 Mercy Health Community Grants

a myriad of health referrals for food, and transportation.					
Support of the AgeWell Services of West Michigan's Senior transportation Project to increase nonemergency medical transportation rides for residents to create, improve and maintain healthy behaviors. (Priority Program)	x			Mercy Health, Muskegon Hackley Campus	\$10,000 Mercy Health Community Grants
Support of Alternatives in Motion - No Barriers to Mobility to support persons with disabilities in Muskegon County at or below the poverty level with gently used mobility equipment.	x			Mercy Health, Muskegon Hackley Campus	\$10,000 Mercy Health Community Grants
Provide funding through Community Benefit Board Initiatives (CBBI) and Sister Simone grants relating Housing & Transit.		x	x	Mercy Health, Muskegon Hackley Campus	TBD
Community Partners: Continuum of Care Members, Community Encompass, Muskegon Rescue Mission, AgeWell Services of West Michigan, Alternatives in Motion					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
# of HPHUB Referrals to HARA	Baseline to be established FY22	Target established 2022
% of Mercy Health patients who participate in SIOH Screening	13.5 % June 2021	75% in June 2025
% of Referrals of transportation & housing through the Community Resource Directory	Baseline to be established FY22	Target established 2022
\$ in funding for Rental Assistance In Muskegon	Baseline to be established FY22	Target established 2022
# of Seniors Riders – AgeWell – Non-Emergency Medical Rides	250/year	275/year
# of Equipment Provided to those who are disabled	Baseline to be established FY22	75 clients

Plan to evaluate the impact:

To evaluate housing and transit activities Mercy Health will rely on a number of key community matrixes established by the Homeless Continuum of Care, HARA program at Community Encompass and the referrals from the CHWB Health Project Hub and Mercy Health through the community resource directory. All CHWB measures for enrollment, community care coordination and community health improvement have data sets they utilize to track process as well as examination of intervening variables for strategies impacting the broader community. Several key indicators for this evaluation will be from data analytics pulled from internal data sources including EPIC, the Community Resource Directory. Mercy Health Community Grantees for have developed their own process and qualitative data and processes for collection and this evaluation will focus on the outcomes proposed in the grant application.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY 22-24**

Hospital Facility: Mercy Health Muskegon and Hackley	
CHNA significant health need: Healthy Behaviors-Tobacco	
CHNA Reference Page: 23 - 35	Prioritization: 5.1

Brief Description of Issue:

Tobacco use is the leading cause of preventable death in the United States. It affects not only those who choose to use tobacco, but also people who live and work around tobacco. The County Health Rankings for 2021 finds that smoking rates among adults remain higher in Muskegon (25%) and in Oceana (24%) counties than statewide (20%) or nationally (17%). According to EPIC (2020), 19.5% of the Muskegon patients are current smokers. According to EPIC (2020), 19.5% of the Muskegon patients are current smokers.

According to the MiPHY (2020), 2.1% of High School Youth are using tobacco, of those several are trying to quit. According to the MiPHY (2020), 19% High School Youth are using tobacco through vaping.

Goal: Decrease Tobacco Use within Muskegon County Decrease Tobacco Use within Muskegon County

SMART Objective(s):

- Reduce Tobacco Use among Mercy Health patients by 5% by 2025
- Increase Completion of Not On Tobacco by 25 students per year at area school districts by 2025.
- Reduce Tobacco Use through electronic device among youth by 10% by 2025.

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

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospitals	Funding/Staff
Health Project's Courage to Quit Program smoking cessation people that reaches approximately 50 adult smokers per year.	x	x	x	Mercy Health, Muskegon Hackley Campus	CHWB staff time HP Community Health Improvement (CHI)
Health Project's HUB Health Workers (CHWs) will refer 50 adults to smoking cessation per year by 2025.	x	x	x	Mercy Health, Muskegon Hackley Campus	CHWB staff time HP HUB staff time
Health Project's Not on Tobacco (NOT) will provide cessation at school districts	x	x	x	Mercy Health, Muskegon Hackley Campus	CHWB staff time HP CHI
Health Project's KnowSmoke Coalition that provides education and awareness about the dangers of tobacco use through vaping in the school-based setting.	x	x	x	Mercy Health, Muskegon Hackley Campus	Tobacco Free Michigan \$1,500 Lakeshore Regional Entity: \$5,000
Community Partners: Public Health Muskegon County, Reeths Puffer School District, Tobacco Free Michigan, Lakeshore Regional Entity					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
# of adult patients who smoke	19% of Adults per EPIC EHR (2021)	17% of Adults per EPIC EHR
# of adult patients enrolled in CTQ	120 per year	135 per year
# of youth in NOT Program	30 students per year	40 students per year
Number of Schools Participating in Tobacco Education & Awareness	9 Local School Districts	12 Local School Districts
# of youth using tobacco by electronic device – MIPHY 2020	19% of High School Youth	17.1%

Plan to evaluate the impact:

Many of the Tobacco objectives are monitored through data developed by the Health Project's CHWB staff and are monitored and collected on a monthly basis. Smoking cessation referrals are often referred directly from the Cancer Center, HP Hub, and the community. The program coordinator collects this data as well as the number of people who take the Courage to Quit Classes and the school based Not On Tobacco. (NOT) program. To monitor the KnowSmoke Coalition campaign, CHWB Staff will ultimately review the number of schools participating in the program in addition to responses on social media per as well as other criteria established by the DFC Coalition.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY22-FY24**

Hospital Facility: Mercy Health Muskegon	
CHNA significant health need: Healthy Behaviors – Nutrition & Exercise	
CHNA Reference Page: 26,27	Prioritization: Oceana County #4 Muskegon County # 5.2

Brief Description of Issue: Our environment affects our access to healthy food and opportunities for physical activity. Genetic factors and personal choices shape our health and risk of being overweight and obese. Among high school students, 1-in-3 high school students are overweight or obese in Muskegon (35.9%) and Oceana (34.8%). Black and Hispanic or Latino students were more likely to be overweight or obese in Muskegon and Hispanic or Latino students were more likely to be overweight or obese in Oceana. According to the MiPHY (2020), 49% HS Students reported adequate physical activity (60+ mins/ 5+ days/wk.), According to the MIPHY (2020), only 19% High School Youths are having five or more servings of fruits and vegetables per day. According to CHNA Survey (2021), 7% of respondents in Oceana County reported that not having enough money makes it hard to eat healthy.

Goal: Increase Access to Nutrition and exercise within Muskegon and Oceana County

SMART Objective(s):

- Increase referrals to Fresh Food Programs in Muskegon & Oceana County by 10% by 2025
- Decrease # of Oceana County residents reporting that not having enough money makes it hard to eat healthy by 10% by 2025.

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

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospitals	Funding/In-kind/Staff
Support Health Project Hub Community Health Worker Program Referrals to Food Programs such as Meals on Wheels for Seniors Program, Food Trucks, SNAP (Priority Population Project)	x	x	x	Mercy Health, Muskegon Hackley Campus	CHWB Health Project Hub
Continue to support Social Influencers of Health Screening of Mercy Health Patients and referrals to Health Project Hub and other organizations.	x	x	x	Mercy Health, Muskegon Hackley Campus	Mercy Health Registration, MHPP CHWB
Facilitate Oceana Health Bound Committee on behalf of Ocean residents to collaborate around fresh food and exercise.				Mercy Health Lakeshore Campus	CHWB CHI
Provide funding for Volunteers for Dental to increase nutrition education and health outcomes for Muskegon Low-income and unsured adult residents to 100 people	x	x	x	Mercy Health, Muskegon Hackley Campus	\$25,000 Mercy Health Community Grants

Provide funding for community initiatives through Community Grant Programs through 2025.		x	x	Mercy Health, Muskegon Hackley Lakeshore	TBD
Support of Hackley Campus Farm Operation to align the programs and services of the McLaughlin Grows Urban Farm.	x	x	x	Mercy Health, Muskegon Hackley Lakeshore	
Community Partners: HP HUB, AgeWell Services, Gleaners, Volunteers for Dental, Community Encompass					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
# of Referrals for Fresh Food from Aunt Bertha	Baseline to be established FY22	Target to be established FY22
# of Program participants for Fresh Food Programs.	Baseline to be established FY22	Target to be established FY22
Increase in CSA at Hackley Campus Farm	200 per season	300 per season

Plan to evaluate the impact:

Mercy Health's evaluation of food access will utilize a mix of quantitative and qualitative data. All CHWB measures for enrollment, community care coordination and community health improvement have data sets they utilize to track process as well as examination of intervening variables for strategies impacting the broader community. Several key indicators for this evaluation will be from data analytics pulled from internal data sources including EPIC, the Community Resource Directory.

To measure effectiveness of the Oceana Health Bound Coalition, qualitative process information such as meetings, action items, and implementation of initiatives will be monitored. The evaluation of the community farm on the Hackley campus will largely be monitored for the number of CSA subscriptions for food in the first year, however it is anticipated that additional measures will be incorporated in years two and three.

The Mercy Health Grantees will utilize their own data matrix and may make additional suggestions for evaluative outcomes. Impact measures will be monitored on an annual basis and reviewed by staff, Mercy Health Community Grant committee, and the CHNA Advisory Committee for accountability. For measures not achieving the intended target, a review of activities will be done to determine necessary enhancements or modification.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY22-FY24**

Hospital Facility: Mercy Health Muskegon, Hackley Campus	
CHNA significant health need: Healthy Behaviors – Alcohol and Other Drugs	
CHNA Reference Page: 32,33,66	Prioritization: Muskegon County # 4.3

Brief Description of Issue: When consumed in excess, alcohol is harmful to the health and well-being of those that drink as well as their families, friends, and communities. Prescription drug misuse and illicit drug use also have substantial health economic and social consequences. In the Mercy Health Muskegon service area, rates of excessive alcohol use among adults are statistically similar to the state’s norm with both Muskegon and Oceana Counties having a rate of 20%. Among High School Students in Muskegon County substance use has been decreasing and is now lower than statewide rates for most substances. In 2019, nearly twice as many Michigan students reported binge drinking (11%) and marijuana use (22%) than in Muskegon County (6.9% and 13.8% respectively). 10% of respondents in Muskegon County and 12% in Oceana County reported marijuana use in the past month, with 4% in Muskegon and 6% in Oceana reporting use on 20+ days in past month. The most recent 2020 Muskegon County medical examiner's report showed an increase in the number of annual Opioid Overdoses from 50 reported in 2018, 55 in 2019, and 57 deaths in 2020.

Goal: Decrease the consequences of Alcohol and Drug Use within Muskegon County

SMART Objective(s):

- Reduce Marijuana Consumption among youth by 5% by 2025
- Reduce Youth who rode with others who have been drinking by 10% by 2025
- Reduce Alcohol 30 Day Use Among Youth by 10% by 2025
- Reduce Muskegon County Overdose Death by 10% per year through 2025.

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

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospitals	Funding/Staff
Support for Coalition for a Drug Free Muskegon County's Muskegon Alcohol Liability Initiative	x	x	x	Mercy Health Muskegon Hackley	\$5,000 CHWB CHI Funding
Assessment of all Muskegon County School Districts with athletic trainers to determine schools most 'At Risk for Behavioral Issues' and explore expansion of prevention.	x			Mercy Health Muskegon Hackley	\$110,000 LRE Grants for Coalition for a Drug Free Muskegon County
Support for Coalition for a Drug Free Muskegon County's Alliance for Marijuana Prevention through 2025	x	x	x	Mercy Health Muskegon Hackley	\$5,000 CHI Funding \$5,000 LRE Funding
Support for the School Resource Officer at Mona Shores through 2025	x	x	x	Mercy Health Muskegon	\$50,000 CHWB / CHI Funding

Support for the Ride With Pride Program through 2025	x	x	x	Mercy Health Muskegon Hackley	\$10,000 CHWB Funding
Support for Strait Talk About Tough Stuff Peer Education through 2025	x	x	x	Mercy Health Muskegon	\$20,000 CHWB - CHI Funding
Support of the Muskegon Area Medication Disposal Program.	x	x	x	Mercy Health Muskegon Hackley	Lakeshore Regional Entity Grant for Opioid Prevention
Support the Opioid Task Force Work Plan through financial support	x	x	x	Mercy Health Muskegon	
Community Partners: Muskegon ALI Coalition Members, Lakeshore Regional Entity, Mona Shores, Norton Shores Police Department, Norton Shores Fire Department, Area School Districts. Reeths Puffer Area School District, LRE, Muskegon County, Muskegon Police Department, Fresh Coast Alliance, Public Health Muskegon,					

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
Adult Use of Alcohol CHNA Survey 2021	54% of respondents	Reduce Alcohol Consumption among adults by 5 % by 2025
MiPHY 2020 - 30 Day Use of Marijuana among Youth -	13.8 % of High School Youth	13% of High School Youth
MIPHY Survey - Youth who rode with others who had been drinking.	11% of High School Youth	10% of High School Youth
MIPHY Survey Alcohol 30 Day Use Among Youth	12.7% of High School Youth	11.43% of High School Youth
# of participants at MAMDP	175 per event	250 per event
Medical Examiner County Report Overdose Deaths 2020	57	39

Plan to evaluate the impact:

Mercy Health's evaluation of this plan is based upon data used to analyze trends came primarily from the Michigan Profile for Healthy Youth (MIPHY) for schools located in Muskegon County between 2010 through 2020.. This data source was selected due to the consistency of collection and large sample size throughout the time period being reviewed. The MIPHY Survey is conducted by the Michigan Department of Education and provides county-level reports for middle school (7th grade) and high school (9th and 11th grades). Although the coalition targets initiatives for both middle and high school age ranges, this evaluation relies on high school trends for analysis. The focus on high school (HS) students for analysis of outcomes has been done for the following reasons: 1) the rate of MS students reporting risk behaviors is low; making small changes representing only a small handful of students cause exaggerated variation in trends. Additional data is collected from the Muskegon Area Medication Disposal Program during the one-day events as well as from law enforcement, pharmacy, and other partners. The Medical Examiner's data is collected annually with a report provided to Muskegon County Public Health and is shared with Mercy Health on an annual basis. Additional data may be gleaned from the new opportunities found in the EPIC electronic health record.

**CHNA IMPLEMENTATION STRATEGY
FISCAL YEARS FY22-FY24**

Hospital Facility: Mercy Health Muskegon & Hackley	
CHNA Significant Health Need: Healthy Behaviors – Sexual Health	
CHNA Reference Page: 33,34	Prioritization: Muskegon County # 5.4

Brief Description of Issue:

Sexually transmitted infections (STI's) and unplanned pregnancies often are the result of risky sexual behavior. This can have long lasting effects on health and well-being – particularly for adolescents. In 2019, Muskegon County was reported to have 1,324 cases of chlamydia and has the tenth highest number of cases. Muskegon's rate (743.8) is well above the overall state rate of 507.8. Conversely, Oceana's rate of 329 is well below. Muskegon County also has a significant disparity within minority population with regards to STIs. According to the Muskegon County Public Health 2019 report on STI's, black residents are more than twice as likely to have chlamydia.

Teen births in Muskegon County declined 14% during the period spanning 2014-2016 (158 total births). Oceana County's has declined 10% (29 births). Overall, teen birth rates have fallen by 50% since 2000. Despite this trend, local teen birth rates in the Mercy Health service area still exceed the overall state rate of 18.

Goal: Decrease the sexually transmitted infection rate within Muskegon County.

SMART Objective(s):

- Increase collaboration within Muskegon County with at least six organizations by 2025.
- Increase awareness (measured through impressions) of sexually transmitted infections through the implementation of one community-based campaign in Muskegon County per year through 2025.
- Decrease rate of STI's in Muskegon County by 10% by 2025.

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

Strategies	Timeline			Committed Resources	
	Y1	Y2	Y3	Hospitals	Other Sources
Provide referrals from Health Project's Pathways to a Healthy Pregnancy Program's Care Coordination, Education and Awareness Program.	x	x	x	Mercy Health Muskegon Hackley	Mercy Health's Heath Project Hub
Health Project's UpFront Coalition will reconvene with several community partners.	x	x	x	Mercy Health Muskegon Hackley	CHWB CHI Staff
Plan and Implement UpFront Coalition Awareness Campaign FY 22-23.	x	x	x	Mercy Health Muskegon Hackley	\$5,000 CHWB Funding
Explore root causes of minority STI infection rates in Muskegon County. (Priority Population Program)	x	x	x	Mercy Health Muskegon Hackley	CHWB CHI Staff
Implement programs through CBBI and Sister Simone grant programs.		x	x	Mercy Health Muskegon Hackley	TBD

Community Partners: Muskegon Pregnancy Services, Upfront Coalition Members, Upfront, Public Health Muskegon County

Anticipated impact of these actions:

CHNA Impact Measures	CHNA Baseline	Target
# of orgs working on STI	Baseline established FY22.	Target established FY22
# of media impressions from campaign and estimated reach.	0	50,000 impressions per year
# of cases of STIs in Muskegon County - Chlamydia, Gonorrhea, Syphilis - MDCH 2020	2032	1828

Plan to evaluate the impact:

For the evaluation for Healthy Behaviors, process and qualitative analysis will be done for all Upfront Coalition Activities including the number of meetings, minutes, action plans and implementation of initiatives including the annual media campaigns. Each coalition has its set of measurable outcomes to for the media campaigns that includes market impressions, social media analytics and community responses to information. The broader impact measures will be monitored on a biannual basis and reviewed by the Staff, Upfront Coalition and CHNA Advisory Committee. For measures not achieving the intended target, a review of activities will be done to determine necessary enhancements or modification. Additional impact measures may be determined.

All CHWB measures for enrollment, community care coordination and community health improvement have data sets they utilize to track process as well as examination of intervening variables for strategies impacting the broader community. The Upfront Coalition currently derives most of its information from Public Health Muskegon County's Sexually Transmitted Disease Annual Report. Additional data may be gleaned from the new opportunities found in the EPIC electronic health record. For community grants initiatives, each funded agency has to submit qualitative and quantitative outcome measures as well as community level data they hope to influence.

Adoption of Implementation Strategy by Mercy Health

On October 26, 2021, the Board of Directors for Mercy Health Muskegon, met to discuss the Implementation Strategies for addressing the community health needs identified in the 20212021 Community Health Needs Assessment. Upon review, the Board approved this Implementation Strategy and the related budget.

_____ / / _____
 Name & Title Date

Prepared by:

HEALTH PROJECT

A COMMUNITY BENEFIT MINISTRY OF  MERCY HEALTH