

Ascension Borgess Hospital

Implementation Strategy for the 2021(tax year) CHNA Kalamazoo County, Michigan

Conducted June 22, 2022 - November 15, 2022



Ascension



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 Borgess Hospital
1521 Gull Road, Kalamazoo MI 49048
[Ascension Borgess Hospital](#)
269-226-7000

Ascension Borgess-Pipp Hospital
411 Naomi Street, Plainwell MI 49080
[Ascension Borgess-Pipp Hospital](#)
269-685-0700

The 2021 (tax year) Implementation Strategy was approved by the Ascension Michigan Market Board of Trustees on November 15, 2022, and applies to the following three-year cycle: July 1, 2022 to June 30, 2025. 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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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 Borgess Hospital

As a Ministry of the Catholic Church, Ascension Borgess Hospital is a non-profit hospital governed by a board of trustees represented by residents, medical staff and sister sponsorships, providing medical care to the Kalamazoo area and surrounding counties. Ascension Borgess Hospital is a full-service hospital with 24/7 emergency care, a Level II Trauma Center and a Comprehensive Stroke Center. The hospital delivers advanced surgical care for serious and life-threatening injuries and illnesses. Ascension Borgess Hospital is a destination for specialty care - including advanced heart and stroke care, physical, speech and occupational therapy, cancer care, advanced orthopedics and neurosciences, women's health and pediatric care. The OB-GYN maternity care teams deliver a personalized birthing experience and a specialty care nursery for more intensive newborn care. A wide range of minimally invasive surgical procedures using robotic-assisted technology, imaging and laboratory tests, and a dedicated inpatient rehabilitation center are provided, all on one campus.

Ascension Borgess-Pipp Hospital is a long-term acute care hospital offering 24/7 emergency care, family and internal medicine, OB/GYN and behavioral health care, respiratory care, as well as laboratory, radiology and rehabilitation services. An affiliated rural health clinic, the hospital offers primary and specialty care for serious and life-threatening injuries and illnesses.

For more information about Ascension Borgess Hospital, visit [Ascension Borgess Hospital](#).

For more information about Ascension Borgess-Pipp Hospital, visit [Ascension Borgess-Pipp Hospital](#).

Overview of the Implementation Strategy

Purpose

This implementation strategy (IS) is the hospital's response to the health needs prioritized from its current Community Health Needs Assessment (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 Borgess 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.



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 at Ascension Borgess Hospital's Administration offices located in the Medical Specialties Building at 1535 Gull Rd., Kalamazoo MI.

Process to Prioritize Needs

The Kalamazoo CHNA Collaborative, composed of Bronson Methodist Hospital, Ascension Borgess Hospital, and Family Health Center, conducted a Community Health Needs Assessment (CHNA) to better understand the health concerns and needs in Kalamazoo County. This CHNA relied heavily on community partners and those in the community. Data were collected and analyzed to identify health needs of the community. The CHNA was a collaborative effort between three (3) major medical providers in Kalamazoo County.. A core team and advisory group leveraged existing community connections to obtain feedback from the populations being served.

On March 17th, 2022, the advisory group gathered to review data collected through the CHNA process. The group was sent a data summary document that included the most commonly identified community health needs and findings from recent community reports and assessments, key informant interviews, and health indicator data. During the prioritization meeting, the advisory group reflected on the data and identified thirteen (13) health needs. Facilitators then asked the group to rate each need on three Likert scales: level of disparities in health outcomes, feasibility of possible interventions, and urgency to address.

After reflecting on the data, advisory group members completed the scaling activity. The definitions and scale for each factor included:

Level of Disparities in Health Outcomes: Does this need impact different groups of people disproportionately?

- (1) Low disparities: there is a minimal difference in the way this need impacts different groups of people.
- (5) High disparities: there is a large difference in the way this need impacts different groups of people.



Feasibility of Possible Interventions: Is this need difficult to address? Does Kalamazoo County have the capacity to make progress?

- (1) Low feasibility: difficult to address, Kalamazoo County does not have the capacity to address.
- (5) High feasibility: easy to address, Kalamazoo County has the capacity to address.

Urgency to Address: Does the need require swift actions to intervene?

- (1) Low urgency: not as critical to address.
- (5) High urgency: requires swift action.

On March 24th, 2022, the core team met to discuss the results of the prioritization meeting and considered all suggestions from the advisory group. They reviewed the identified needs and combined items to establish four (4) priority areas. The thirteen (13) identified needs were distributed under these four priority areas for the CHNA

Needs That Will Be Addressed

Following the completion of the current CHNA, Ascension Borgess Hospital, in collaboration with the CHNA Collaborative has selected the prioritized needs outlined below for its 2022 (tax year 2021) implementation strategy. Ascension has defined “prioritized needs” as the significant needs which have been prioritized by the hospital to address through the three-year CHNA cycle:

- **System Navigation (healthcare, mental health services, social services)** to include:
 - Coordination of care across health and social service sectors;
 - The importance of community connection (to resources/services and one another);
 - Addressing the social determinants of health in addition to clinical health care

This need was selected because it would integrate three (3) of the identified needs under one priority area, and was ranked high in the prioritization session, based on the scaling system provided, and after review of all data sources.

- **Mental Health** -

This need was selected because mental health was identified as a prioritized need for county residents in the 2019 CHNA for both Ascension Borgess Hospital and Bronson Healthcare. The need for mental health supports was exacerbated by COVID-19 and additional factors explained in the CHNA. It was also ranked high in the prioritization session, based on the scaling system provided, and after review of all data sources.

- **Systems Change Efforts to Address Deep-Rooted Inequities (race and class inequities)** to include:



- Culturally competent and trauma-informed care and communication
- Lack of trust in the healthcare system
- Healthcare and services workforce not representative of the community
- Equitable distribution of services and resources

This need was selected because it would integrate four (4) of the identified needs under one priority area, and was ranked high in the prioritization session, based on the scaling system provided, and after review of all data sources

- **Living Conditions (physical, economic/work, service)** to include:
 - Necessity of providing career pathways and a livable wage for all
 - Healthcare and services workforce not representative of the community
 - Cost of care (healthcare, mental health services)
 - The need for affordable and reliable transportation and housing
 - Addressing the social determinants of health in addition to clinical health care

This need was selected because it would integrate five (5) of the identified needs under one priority area, and was ranked high in the prioritization session, based on the scaling system provided, and after review of all data sources

Ascension Borgess 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. For the purposes of this implementation strategy, Ascension Borgess Hospital has chosen to focus its efforts on the priorities listed above.

Needs That Will Not Be Addressed

Based on the prioritization criteria, the health needs identified through the CHNA, Ascension Borgess Hospital plans to address all of the identified needs under the four priority areas for the 2022 CHNA.

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.



Written Comments

This IS has been made available to the public and is open for public comment. Questions or comments about this implementation strategy can be submitted via the website:

<https://healthcare.ascension.org/chna>.

Approval and Adoption by the Ascension Michigan Market Board of Trustees

To ensure the Ascension Borgess Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 (hospital tax year) 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.

Action Plans

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.

Prioritized Need 1: System Navigation (healthcare, mental health services, social services)	
Strategy 1.1	
Increase involvement in and support of community health activities to address system navigation needs.	
Objective	
By June 30, 2025, Ascension Borgess Hospital will have increased its impact and engagement in community-based forums and coalitions to ensure improved system navigation for Kalamazoo County residents.	
Output(s) and/or Outcome(s)	
<ul style="list-style-type: none"> ● Baseline: No community investment/engagement plan ● Target: Establish, implement, and evaluate a community investment/engagement plan for Ascension Borgess Hospital by Year 3 ● Data Source/Owner: Ascension Borgess Hospital CBISA program records 	
Target Population	
<ul style="list-style-type: none"> ● Target Population: All community members presenting to Ascension Borgess Hospital with navigation needs related to healthcare, mental/behavioral health services, and social services. ● Medically Underserved Population: Individuals and groups that are experiencing health disparities and under/uninsured 	
Collaborators and Resources	
<ul style="list-style-type: none"> ● Ascension Borgess Hospital: Provide appropriate financial and/or in-kind resources as identified ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: Community healthcare partners in development of Community Health Improvement Plan (CHIP) - Bronson Healthcare and Family Health Center of Kalamazoo (federally qualified health center); Local community based organizations/partners working to address system navigation ● Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Borgess Hospital to (further) engage in community health activities	<ul style="list-style-type: none"> ● Co-leads: Advocacy, Community Benefit, MI Market Executive Leadership ● Collaborators: Hospital leadership, MarComm
Identify community-based forums and coalitions that promote and support system navigation activities/initiatives, and evaluate opportunities for Ascension Borgess Hospital to engage	<ul style="list-style-type: none"> ● Lead: Hospital leadership ● Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Kalamazoo County	<ul style="list-style-type: none"> ● Local 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 Borgess Hospital	<ul style="list-style-type: none"> ● Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit



	<ul style="list-style-type: none"> • Collaborator: Hospital leadership, Foundation, MarComm
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address system navigation-focused needs within Kalamazoo County	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital leadership, Foundation
Provide financial partnership support to selected organizations	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital leadership, Foundation
Review financial allocation and partnership outcomes annually	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address system navigation-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: System Navigation <i>(healthcare, mental health services, social services)</i>
Strategy 1.2 Assure that all Ascension Michigan Southwest Region appropriate programs are loaded into the Neighborhood Resources (FindHelp.org) tool, and market Neighborhood Resources to community partners, patients and county residents.
Objective By June 30, 2025, Ascension Borgess Hospital will assure that all Ascension Michigan Southwest Region appropriate programs are loaded into the Neighborhood Resources tool, expand use of the tool, and provide referrals and resources to address social determinants of health (SDOH.)
Output(s) and/or Outcome(s) <ul style="list-style-type: none"> • Baseline: <ul style="list-style-type: none"> ○ Ascension MI Southwest Region programs in FindHelp 3 ○ Ascension FindHelp users (Kalamazoo County): 70 • Target: <ul style="list-style-type: none"> ○ Increase # of Ascension programs in FindHelp by 50% ○ Increase # of FindHelp users by 25% • Data Source/Owner: FindHelp regional champion/Population Health
Target Population <ul style="list-style-type: none"> • Target Population: All community members presenting to Ascension Borgess Hospital with a need to better navigate healthcare, mental/behavioral health services, and social services. • Medically Underserved Population: Individuals and groups that are experiencing health disparities and under/uninsured
Collaborators and Resources: <ul style="list-style-type: none"> • Ascension Borgess Hospital: provide appropriate financial and/or in-kind resources as identified • Other non-profit hospital: N/A



<ul style="list-style-type: none"> • Joint Venture: N/A • Collaborators: Local community based organizations/partners, including Family Health Center of Kalamazoo (FQHC); FindHelp associates • Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Identify Ascension Michigan Southwest Region Neighborhood Resources champion and identify programs (DoH, Diabetes Uninsured Clinic, etc.) to be entered into the tool.	<ul style="list-style-type: none"> • Lead: Ascension MI Population Health • Collaborators: Southwest Region Population Health; Community Benefit
Expand use of Neighborhood Resources screening tool to identify patients and community members who are experiencing social needs and barriers, especially related to system navigation.	<ul style="list-style-type: none"> • Lead: Ascension MI Population Health • Collaborators: Southwest Region Population Health; Community Benefit
Work with community partners (Bronson Healthcare and Family Health Center of Kalamazoo who are also using FindHelp) to provide awareness and education around the tool.	<ul style="list-style-type: none"> • Local lead: Community Benefit • Collaborators: community partners and FindHelp associates
ANTICIPATED IMPACT	
The anticipated impact of these actions is to assist Kalamazoo residents with system navigation needs by identifying and addressing social determinants of health.	



Prioritized Need 2: Mental & Behavioral Health

Strategy 2.1

Through a coordinated and transformational approach, Ascension Michigan Hospitals will improve access to mental and behavioral health for vulnerable populations.

Objective

By June 30, 2025, Ascension Borgess Hospital, as part of Ascension Michigan, will be better positioned to address the behavioral health needs of the community served.

Output(s) and/or Outcome(s)

- **Baseline - Michigan Market:**
 - 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)
- **Target - Michigan Market:**
 - Increase BH screening rates in the for all patients: SBIRT - 5%; PHQ9 - 6.6%,
 - Increase number of TelePsych visits to +1,500 (FY2023)
 - Increase Integrated Care services CoCM - covered lives - 200 (FY2023)
 - Increase number of psychological tests performed - +2,000 (FY2023)
- **Data Source/Owner:** Ascension Enterprise Project Management Office (ePMO), Achievelt Tool

Target Population

- **Target Population:** Community members presenting to Ascension Borgess Hospital seeking mental and/or behavioral health services.
- **Medically Underserved Population:** Individuals and groups that are experiencing health disparities; under/uninsured.

Collaborators and Resources

- **Ascension Borgess 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)
- **Joint Venture:** N/A
- **Collaborators:** Ascension Enterprise Project Management Office (ePMO) (track milestones via Achievelt Tool)
- **Consultants:** N/A
- **Other non-profit hospital:** N/A

ACTION STEPS	ROLE/OWNER
Expand use of screening tools, including PHQ-9, ACEs, and/or SBIRT, to identify BH patients	<ul style="list-style-type: none"> ● Lead: Behavioral Health Service Line ● Collaborators: OB, ED, AMG, ePMO Sr. Project Manager
Expand TelePsych Services to improve behavioral health access	<ul style="list-style-type: none"> ● Lead: Behavioral Health Service Line ● Collaborators: ED, AMG, ePMO Sr. Project Manager
Explore increasing Integrated Care services CoCM Expansion	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● Lead: Behavioral Health Service Line ● Collaborators: ED, AMG, ePMO Sr. Project Manager



ANTICIPATED IMPACT

The anticipated impact of these actions is to transform care models which ultimately improve the health of the communities served by Ascension Michigan hospitals.

Prioritized Need 2: Mental & Behavioral Health

Strategy 2.2

Increase involvement in and support of community health activities to address mental and behavioral health needs.

Objective

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

Output(s) and/or Outcome(s)

- **Baseline:** No community investment/engagement plan
- **Target:** Establish, implement, and evaluate a community investment/engagement plan for Ascension Borgess Hospital by Year 3
- **Data Source/Owner:** Ascension Borgess Hospital CBISA program records and any applicable and additional hospital records

Target Population

- **Target Population:** Community residents diagnosed with, seeking, or referred to, mental health services
- **Medically Underserved Population:** Individuals/groups that are experiencing health disparities and under/uninsured

Collaborators and Resources

- **Ascension Borgess Hospital:** provide appropriate financial and/or in-kind resources as identified
- **Joint Venture:** N/A
- **Collaborators:** Integrated Services of Kalamazoo (ISK); Family Health Center of Kalamazoo; Gryphon Place; Community Healing Center; Area Agency on Aging; Family & Childrens Services; Recovery Institute of Southwest Michigan
- **Consultants:** N/A
- **Other non-profit hospital** - community healthcare partners in development of Community Health Improvement Plan (CHIP) - Bronson Healthcare and Family Health Center of Kalamazoo (federally qualified health center)

ACTION STEPS

ROLE/OWNER

Develop community investment/engagement plan for Ascension Borgess Hospital to (further) engage in community health activities

- Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership
- Collaborators: Hospital Leadership, MarComm

Identify community-based forums and coalitions that promote and support mental and behavioral health resources, and evaluate opportunities for Ascension Borgess Hospital to engage

- Lead: Hospital leadership
- Collaborators: Advocacy, Community Benefit

Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Kalamazoo County

- 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 Borgess Hospital	<ul style="list-style-type: none"> • Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation, MarComm
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address mental and behavioral health-focused needs within Kalamazoo County	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is to increase access to quality mental health services to all community residents seeking or needing such care.	

Prioritized Need 3: Systems Change Efforts to Address Deep-Rooted Inequities (<i>race and class inequities</i>)	
Strategy 3.1 Address health care disparities by understanding individual patients' health-related social needs (HRSN) through the development of one (1) hospital-wide action plan to screen and assess, then identify resources most needed by those cared for by Ascension Borgess Hospital	
Objective By June 30, 2025, Ascension Borgess Hospital will have significantly improved upon its ability to address patients' health-related social needs that contribute to health disparities as monitored by quality and safety data.	
Output(s) and/or Outcome(s) <ul style="list-style-type: none"> ● Baseline: No Healthcare Disparities Task Force ● Target: Establishment of Healthcare Disparities Task Force with a written action plan addressing at least one of the county identified health care disparities by Year 3 ● Data Source/Owner: Ascension Borgess Hospital program reports 	
Target Population <ul style="list-style-type: none"> ● Target Population: Patients and community members presenting to Ascension Borgess Hospital or participating in Ascension Borgess programs or services ● Medically Underserved Population: Individuals and groups that are experiencing health disparities and/or under/uninsured 	
Collaborators and Resources <ul style="list-style-type: none"> ● Ascension Borgess Hospital: provide appropriate financial and/or in-kind resources as identified ● Joint Venture: N/A ● Collaborators: N/A ● Consultants: N/A ● Other non-profit hospital - community healthcare partners in development of Community Health Improvement Plan (CHIP) - Bronson Healthcare and Family Health Center of Kalamazoo (federally qualified health center) 	
ACTION STEPS	ROLE/OWNER
Designate an individual(s) through the establishment of a regional Healthcare Disparities Task Force to lead activities to reduce health care disparities for Ascension Borgess Hospital	<ul style="list-style-type: none"> ● Owner: Hospital Executive Leadership ● Collaborators: Community Benefit, Regulatory Compliance, Regional ABIDE Council
Assess patient health-related social needs, and provide information about community resources and support services	<ul style="list-style-type: none"> ● Owner: Healthcare Disparities Task Force ● Collaborators: AMG; Case Management; ED
Identify health care disparities in patient populations by stratifying quality and safety data using the sociodemographic characteristics of Ascension Borgess Hospital	<ul style="list-style-type: none"> ● Owner: Healthcare Disparities Task Force ● Collaborators: Population Health; R1
Develop a written action plan that describes how to address at least one of the health care disparities identified	<ul style="list-style-type: none"> ● Owner: Healthcare Disparities Task Force ● Collaborators: Community Benefit
Monitor action plan and act when it does not achieve or sustain the goal(s) in its action plan to reduce health care disparities.	<ul style="list-style-type: none"> ● Owner: Healthcare Disparities Task Force



	<ul style="list-style-type: none"> • Collaborators: Hospital Leadership
Inform key stakeholders, including leaders, licensed practitioners, and staff, about progress to reduce identified health care disparities annually	<ul style="list-style-type: none"> • Owner: Healthcare Disparities Task Force • Collaborators: Hospital Leadership
Unconscious bias training completed by all associates annually	<ul style="list-style-type: none"> • Owner: Healthcare Disparities Task Force • Collaborators: Hospital Executive Leadership; AMG; ABIDE Council
ANTICIPATED IMPACT	
Ascension Borgess Hospital's commitment to reducing health care disparities will be embedded throughout its culture and practices.	

Prioritized Need 3: Systems Change Efforts to Address Deep-Rooted Inequities (<i>race and class inequities</i>)	
Strategy 3.2	
Increase involvement in and support of community health activities to address systems change efforts for Kalamazoo county and surrounding county residents.	
Objective	
By June 30, 2025, Ascension Borgess Hospital will have increased its impact and engagement in community-based forums and coalitions to promote systems change efforts and resources available to Kalamazoo County residents.	
Output(s) and/or Outcome(s)	
<ul style="list-style-type: none"> • Baseline: No community investment/engagement plan • Target: Establish, implement and evaluate community investment/engagement plan by Year 3 • Data Source/Owner: Ascension Borgess Hospital CBISA program reports and additional program records 	
Target Population	
<ul style="list-style-type: none"> • Target Population: Residents in Kalamazoo County served by the identified community-based forums and coalitions or residents presenting to Ascension Borgess Hospital • Medically Underserved Population: Individuals/groups that are experiencing health disparities and under/uninsured 	
Collaborators and Resources	
<ul style="list-style-type: none"> • Ascension Borgess Hospital: provide appropriate financial and/or in-kind resources as identified • Joint Venture: N/A • Collaborators: Consultants: N/A • Other non-profit hospital - community healthcare partners in development of Community Health Improvement Plan (CHIP) - Bronson Healthcare and Family Health Center of Kalamazoo (federally qualified health center) 	
ACTION STEPS	ROLE/OWNER

Develop community investment/engagement plan for Ascension Borgess Hospital to (further) engage in community health activities	<ul style="list-style-type: none"> • Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership • Collaborators: Hospital Leadership, MarComm
Identify community-based forums and coalitions that promote and support systems change efforts resources	<ul style="list-style-type: none"> • Lead: Hospital Leadership • Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Kalamazoo County	<ul style="list-style-type: none"> • 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 Borgess Hospital	<ul style="list-style-type: none"> • Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation, MarComm
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address systems change efforts-focused needs within Kalamazoo County	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address systems change efforts 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 4: Living Conditions (*physical, economic/work, service*)

Strategy 4.1

Increase involvement in and support of community health activities to address the living conditions needs of Kalamazoo residents.

Objective

By June 30, 2025, Ascension Borgess Hospital will have increased its impact and engagement in community-based forums and coalitions to promote living conditions support and resources available to Kalamazoo County residents.

Output(s) and/or Outcome(s)

- **Baseline:** No community investment/engagement plan
- **Target:** Establish, implement and evaluate community investment/engagement plan by Year 3
- **Data Source/Owner:** Ascension Borgess Hospital CBISA program reports and additional programs records

Target Population

- **Target Population:** Residents in Kalamazoo County, experiencing barriers to living conditions, served by the identified community-based forums and coalitions or residents presenting to Ascension Borgess Hospital
- **Medically Underserved Population:** Individuals/groups that are experiencing health disparities and under/uninsured

Collaborators and Resources

- **Ascension Borgess Hospital:** provide appropriate financial and/or in-kind resources as identified
- **Joint Venture:** N/A
- **Collaborators: Consultants:** N/A
- **Other non-profit hospital** - community healthcare partners in development of Community Health Improvement Plan (CHIP) - Bronson Healthcare and Family Health Center of Kalamazoo (federally qualified health center)

ACTION STEPS	ROLE/OWNER
Develop community investment/engagement plan for Ascension Borgess Hospital to (further) engage in community health activities	<ul style="list-style-type: none"> ● Co-Leads: Advocacy, Community Benefit, MI Market Executive Leadership ● Collaborators: Hospital Leadership, MarComm
Identify community-based forums and coalitions that promote and support living conditions-focused resources	<ul style="list-style-type: none"> ● Lead: Hospital Leadership ● Collaborators: Advocacy, Community Benefit
Identify hospital leaders and associates to participate in/on community-based forums and coalitions within Kalamazoo County	<ul style="list-style-type: none"> ● 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 Borgess Hospital	<ul style="list-style-type: none"> ● Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation, MarComm
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address living conditions-focused needs within Kalamazoo County	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
Provide financial partnership support to selected organizations	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
Review financial allocation and partnership outcomes annually	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address living conditions-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 4: Living Conditions (<i>physical, economic/work, service</i>)
Strategy 4.2 Assure that all Ascension Michigan Southwest Region appropriate programs are loaded into the Neighborhood Resources (FindHelp.org) tool, and market Neighborhood Resources to community partners, patients and county residents.
Objective By June 30, 2025, Ascension Borgess Hospital will assure that all Ascension Michigan Southwest Region appropriate programs are loaded into the Neighborhood Resources tool, expand use of the tool, and provide referrals and resources to address social determinants of health (SDOH.)



Output(s) and/or Outcome(s) <ul style="list-style-type: none"> ● Baseline: <ul style="list-style-type: none"> ○ Ascension Southwest Region programs in FindHelp: 3 ○ Ascension FindHelp users (Kalamazoo County): 70 ● Target: By Year 3 (FY 2025) <ul style="list-style-type: none"> ○ Increase number of Ascension programs in FindHelp by 50% ○ Increase # of FindHelp users by 25% ● Data Source/Owner: FindHelp regional champion/Population Health 	
Target Population <ul style="list-style-type: none"> ● Target Population: Residents in Kalamazoo County with SDoH barriers and needs, particularly related to living conditions, presenting to Ascension Borgess Hospital ● Medically Underserved Population: Individuals/groups that are experiencing health disparities and under/uninsured 	
Collaborators and Resources <ul style="list-style-type: none"> ● Ascension Borgess Hospital: provide appropriate financial and/or in-kind resources as identified ● Joint Venture: N/A ● Collaborators: FindHelp associates ● Consultants: N/A ● Other non-profit hospital - community healthcare partners in development of Community Health Improvement Plan (CHIP) - Bronson Healthcare and Family Health Center of Kalamazoo (federally qualified health center) 	
ACTION STEPS	ROLE/OWNER
Identify Ascension Southwest Region Neighborhood Resources champion and identify programs (DoH, Diabetes Uninsured Clinic, etc.) to be entered into the FindHelp tool.	<ul style="list-style-type: none"> ● Lead: Ascension Michigan Population Health ● Collaborators: Southwest Region Population Health; Community Benefit
Expand use of Neighborhood Resources screening tool to identify patients and community members who are experiencing social needs and barriers, particularly related to living conditions.	<ul style="list-style-type: none"> ● Lead: Ascension Michigan Population Health ● Collaborators: Southwest Region Population Health; Community Benefit
Work with community partners (Bronson Healthcare and Family Health Center of Kalamazoo who are also using FindHelp) to provide awareness and education around the tool.	<ul style="list-style-type: none"> ● Local lead: Community Benefit ● Collaborators: Community partners and FindHelp associates
ANTICIPATED IMPACT	
The anticipated impact of these actions is that organizations working to address living conditions and SDoH needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization.	



Evaluation

Ascension Borgess 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 Borgess 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.