

Ascension Borgess-Lee Hospital

Implementation Strategy for the 2021(tax year) CHNA Cass County, MI

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-Lee Hospital
420 West High Street, Dowagiac MI 49047
[Ascension Borgess-Lee Hospital](https://www.ascension.org/locations/mi/dowagiac)
269-782-8681

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

As a Ministry of the Catholic Church, Ascension Borgess-Lee Hospital is a non-profit hospital governed by a board of trustees represented by residents, medical staff and sister sponsorships, that provides medical care to the Cass County area. Ascension Borgess-Lee Hospital is a full-service critical access hospital offering 24/7 emergency care and a wide range of outpatient services including imaging, laboratory tests, respiratory therapy and rehabilitation therapy. From family, OB-GYN and internal medicine, to pediatrics and behavioral health services, the care team offers compassionate, personalized care to all members of the community.

Serving Cass County, Michigan since 1918, Ascension Borgess-Lee Hospital is continuing the long and valued tradition of addressing the health needs of the people in their community, following in the footsteps of the legacy of the Sisters of Mercy and Fred and Kate Lee. Fred Lee, a local Dowagiac resident, was the owner of the famous Round Oak Stoves and opened the hospital in honor of the Lee family's daughter who passed away. The Sisters of St. Joseph, who operated (Ascension) Borgess Hospital at that time, acquired the facility in 1946 from the Sisters of Mercy.

For more information about Ascension Borgess-Lee Hospital, visit [Ascension Borgess-Lee 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-Lee 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-Lee Hospital's administration office at 420 West High Street, Dowagiac, MI.

Process to Prioritize Needs

Ascension Borgess-Lee Hospital, with contracted assistance from Mary Kushion Consulting, LLC, analyzed secondary data of over 50 indicators and gathered community input through focus groups and a large community forum to identify the needs in Cass County. In collaboration with community partners, with project planning meetings beginning September of 2021, Ascension Borgess-Lee Hospital used a phased prioritization approach to identify the needs. The first step was to determine the broader set of identified needs. Identified needs were then narrowed to a set of significant needs which were determined to be most crucial for community stakeholders to address.

Following the completion of the CHNA assessment, Ascension Borgess-Lee Hospital determined it would select a subset of the significant needs as the hospital's prioritized needs to develop a three-year implementation strategy. Although the hospital may address many needs, the prioritized needs will be at the center of a formal CHNA implementation strategy and corresponding tracking and reporting structure.

Ascension has defined "identified needs" as the health outcomes or related conditions (e.g., social determinants of health) impacting the health status of Cass County. The identified needs were categorized into groups such as health behaviors, social determinants of health, length of life, quality of life, clinical care, and systemic issues in order to better develop measures and evidence-based interventions that respond to the determined condition.

In collaboration with various community partners, Ascension Borgess-Lee Hospital utilized a three step approach to prioritize which of the identified needs were most significant. The Ascension community stakeholder forum, held March 21, 2022, provided the participants the opportunity to brainstorm and present three issues that needed to be addressed in Cass County. The Ascension staff member utilized an affinity diagramming process to group the brain-stormed issues into themes. The themes were presented to the forum participants who then, through a virtual nominal group process, ranked each of the themes to identify the significant needs. Ascension has defined "significant needs" as the identified needs which have been deemed most significant to address based on established criteria and/or prioritization methods. The criteria used to identify the significant needs were:

- Community Identified as Issue/Need to be Addressed
- Community Impact if Issue/Need is Addressed



- Urgency to Address the Issue/ Need

Through the prioritization process for the 2021 (tax year) CHNA, the *significant needs* are as follows:

- *Access to care*: Healthcare providers and services, including trust, broadband internet, availability of appointments, etc.
- *Mental and behavioral health*, including substance use disorder, addiction
- *Health behaviors/preventive health*, including physical activity, health education
- *Income*, including poverty, inequality/ household income
- *Food security*, including access and Availability of fresh foods
- *Transportation*

Needs That Will Be Addressed:

Following the completion of the current CHNA, Ascension Borgess Hospital has selected the prioritized needs outlined below for its 2021 (tax year) 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:

- **Access to Care** - This need was selected because it was ranked high on the list of significant needs identified by stakeholders in the prioritization process. Also, more current data is trending, indicating an increase in the number of persons expressing barriers accessing care due to costs and other factors. Ascension Borgess-Lee Hospital has the expertise and capacity to address this urgent need.
- **Mental and Behavioral Health** - This need was selected because it was ranked high on the list of significant needs identified by stakeholders in the prioritization process. Ascension Borgess-Lee Hospital also has the expertise and capacity to address this urgent need, with the help of community-based organizations also working to address this need.
- **Food Security** - This need was selected because it was ranked high on the list of significant needs identified by stakeholders in the prioritization process. Research also shows the correlation between addressing social determinants of health and better health outcomes. Given the rural makeup of Cass County and low density of grocery stores in the data, addressing food security will improve the percentage of residents who have access to food.

Ascension Borgess-Lee 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-Lee 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 that Ascension Borgess-Lee Hospital does not plan to address at this time include:

- *Transportation* - This need was not selected because Ascension Borgess-Lee Hospital does not have the capacity or resources to address this need at this time. Cass County Public Transportation is currently working with a consulting group to develop a Transit Service Plan for which Ascension Borgess-Lee Hospital is a partner. Additional community-based organizations are leveraging resources to address this need as well.
- *Income* - This need was not selected because Ascension Borgess-Lee Hospital does not have the capacity, resources or expertise to address this need at this time. It will continue to partner with community organizations currently addressing this need.
- *Health Behaviors and Preventative Health* - Several government and community-based organizations are addressing this need, and while Ascension Borgess-Lee Hospital provides health education sessions in the community, it does not currently have the capacity to address this need. Ascension Borgess-Lee Hospital will continue to seek education opportunities for the community and support other partnering organizations in this work.

While these needs are not the focus of this implementation strategy, Ascension Borgess-Lee Hospital may consider investing resources in these areas as appropriate, depending on opportunities to leverage organizational assets in partnership with local communities and organizations. Also, this report does not encompass a complete inventory of everything Ascension Borgess-Lee Hospital does to support health within the community.

To find a list of resources for each need not being addressed, please refer to the Ascension Borgess-Lee Hospital's 2021 CHNA: <https://healthcare.ascension.org/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 Ascension Michigan Market Board of Trustees

To ensure the Ascension Borgess-Lee Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 (tax year) implementation strategy was presented and adopted by the 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: Food Security | |
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| Strategy 1.1 | |
| Increase involvement in, and support of, community health activities to address food security needs for Cass County residents | |
| Objective | |
| By June 30, 2025, Ascension Borgess-Lee Hospital will have increased its impact and engagement in community-based forums and coalitions to increase the percentage of food resources available for residents in Cass County | |
| 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-Lee CBISA program records | |
| Target Population | |
| <ul style="list-style-type: none"> ● Target Population: Community members presenting to Ascension Borgess-Lee Hospital in need of consistent access and availability of healthy food options ● 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: Local community based organizations/partners - Van Buren/Cass District Health Department, Cass Family Clinic (FQHC,) Social Justice Alliance of Cass County (SJACC) and Pokagon Band of Potawatomi Tribe ● Consultants: N/A | |
| ACTION STEPS | ROLE/OWNER |
| Develop community investment/engagement plan for Ascension Borgess-Lee 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 food security activities/initiatives, and evaluate opportunities for Ascension Borgess-Lee 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 Cass 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-Lee Hospital | <ul style="list-style-type: none"> ● Lead: Identified hospital leaders and associates |



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| 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 food security-focused needs within Cass 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 access to care-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization. | |

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| Prioritized Need 1: Food Security |
| <p>Strategy 1.2</p> <p>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.</p> |
| <p>Objective</p> <p>By June 30, 2025, Ascension Borgess-Lee 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 community identified needs and barriers, particularly related to food security.</p> |
| <p>Output(s) and/or Outcome(s)</p> <ul style="list-style-type: none"> • Baseline: <ul style="list-style-type: none"> ○ Ascension Michigan Southwest Region programs in FindHelp: 3 ○ Ascension FindHelp users (Cass County): 8 • Target: <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 |
| <p>Target Population</p> <ul style="list-style-type: none"> • Target Population: All community members presenting to Ascension Borgess-Lee Hospital in need of consistent access and availability of healthy food options • Medically Underserved Population: Individuals and groups that are experiencing health disparities and under/uninsured |
| <p>Collaborators and Resources:</p> <ul style="list-style-type: none"> • Ascension Borgess Hospital: provide appropriate financial and/or in-kind resources as identified |



| <ul style="list-style-type: none"> • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: Local community based organizations/partners - Van Buren/Cass District Health Department, Cass Family Clinic (FQHC,) Social Justice Alliance of Cass County (SJACC) and Pokagon Band of Potawatomi Tribe; FindHelp associates • Consultants: N/A | |
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| ACTION STEPS | ROLE/OWNER |
| Identify Ascension Michigan Southwest Region Neighborhood Resources champion and identify programs to be entered into the 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 food security needs. | <ul style="list-style-type: none"> • Lead: Ascension Michigan Population Health • Collaborators: Southwest Region Population Health; Community Benefit |
| Work with community partners to provide awareness and education around the tool. | <ul style="list-style-type: none"> • Local lead: Community Benefit • Collaborators: community partners; FindHelp associates |
| ANTICIPATED IMPACT | |
| The anticipated impact of these actions is to transform care models which ultimately increase the percentage of food resources for residents and increase awareness of resources available in Cass County. | |

| PRIORITIZED NEED 2: ACCESS TO CARE | |
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| Strategy 2.1 Increase involvement in and support of community health activities to address access to care-focused needs | |
| OBJECTIVE By June 30, 2025, Ascension Borgess-Lee Hospital will have increased its impact and engagement in community-based forums and coalitions to promote access to care support and resources available to Cass 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-Lee CBISA program records | |
| TARGET POPULATION <ul style="list-style-type: none"> ● Target Population: Residents in Cass County served by the identified community-based forums and coalitions ● Medically Underserved Population: Uninsured and Under-insured | |
| COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> ● Ascension Borgess-Lee 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 ● Consultants: N/A | |
| ACTION STEPS | ROLE/OWNER |
| Develop community investment/engagement plan for Ascension Borgess-Lee 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, Marketing |
| Identify community-based forums and coalitions that promote and support access to care 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 Cass 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-Lee 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, Marketing |



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| Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address access to care-focused needs within Cass 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 access to care-focused needs within the community will be furthered, noting specific objectives will be dependent upon the specific actions and interventions of each selected community organization. | |



Prioritized Need 3: Mental Health and Behavioral Health

Strategy 3.1

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-Lee 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

- **Baseline - Michigan Market:**
 - BH screening rates in the ED/AMG clinics - SBIRT: N/A; PHQ9: N/A (FY2022)
 - Number of TelePsych visits - 1200 (FY2022)
- **Target - Michigan Market:**
 - Increase BH screening rates in the for all patients: SBIRT - 5%, PHQ-9 - 6.6%
 - Increase number of TelePsych visits to +1,500 (FY2023)
- **Data Source/Owner:** Ascension Enterprise Project Management Office (ePMO), AchieveIt Tool

Target Population

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

Collaborators

- **Ascension Borgess-Lee 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 AchieveIt Tool)
- **Consultants:** N/A
- **Other non-profit hospital -** N/A

ACTION STEPS

ROLE/OWNER

Expand use of screening tools, including ACEs, and/or SBIRT, to identify BH patients

- Lead: Behavioral Health Service Line
- Collaborators: ED, AMG, ePMO Sr. Project Manager

Expand TelePsych Services to improve behavioral health access

- Lead: Behavioral Health Service Line
- Collaborators: ED, AMG, ePMO Sr. Project Manager

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 3: Mental Health and Behavioral Health

Strategy 3.2

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

Objective

By June 30, 2025, Ascension Borgess-Lee 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 Cass 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-Lee Hospital by Year 3
- **Data Source/Owner:** Ascension Borgess-Lee 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-Lee Hospital:** provide appropriate financial and/or in-kind resources as identified
- **Joint Venture:** N/A
- **Collaborators:** Woodlands Behavioral Health, Pokagon Band Mental Health Services, Cass County Council on Aging
- **Consultants:** N/A
- **Other non-profit hospital:** N/A

ACTION STEPS

ROLE/OWNER

Develop community investment/engagement plan for Ascension Borgess-Lee 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-Lee 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 Cass 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-Lee Hospital

- Lead: Identified hospital leaders and associates

Make publicly available a Program Proposal form, through which community organizations can request financial support

- Co-Owner: Advocacy, Community Benefit
- Collaborator: Hospital Leadership, Foundation, MarComm



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| 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 Cass 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. | |

Evaluation

Ascension Borgess-Lee 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-Lee 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.