

Ascension Providence Rochester Hospital

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

Conducted July 1, 2021 - June 30, 2022
Hospital Tax Year 2021



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 Providence Rochester Hospital

1101 W. University Dr., Rochester Michigan 48307

<https://healthcare.ascension.org/locations/michigan/miroc/rochester-ascension-providence-rochester-hospital>

248-652-5000

Tax ID #38-1359247

The 2021 Implementation Strategy was approved by the Ascension Providence Rochester Board of Trustees on May 10, 2022 (2021 tax year), and applies to the following three-year cycle: July 2022 to June 2025 (FY 2023-FY 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 Providence Rochester

As a Ministry of the Catholic Church, Ascension Providence Rochester is a non-profit hospital governed by a local board of trustees represented by residents, medical staff, and sister sponsorships, and has been providing medical care to Oakland, Macomb and Lapeer counties. Ascension Providence Rochester operates one hospital campus, and employs more than 64 primary and specialty care clinicians.

Serving Michigan since 1965, Ascension Providence Rochester (formally Crittenton Hospital) is continuing the long and valued tradition of addressing the health of the people in our community. Ascension Providence Rochester resides in a highly competitive market in Southeast Michigan. There are three other hospital systems within a six-mile radius that provide competing primary, secondary, and tertiary health care services. Ascension Providence Rochester has primary and specialty care doctors and is a fully-accredited teaching facility with residency programs in affiliation with Wayne State University's School of Medicine.

For more information about Ascension Providence Rochester, visit

<https://healthcare.ascension.org/locations/michigan/miroc/rochester-ascension-providence-rochester-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 Providence Rochester'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 Providence Rochester's Community Health and Education Office, 2251 North Squirrel Road, Suite 330, Auburn Hills, Michigan 48326 (Phone: 248-844-4540).

Process to Prioritize Needs

Included in Code Section 501(r)(3) is the requirement that hospitals must provide a description of the process and criteria used to determine the most significant health needs of the community identified through the CHNA, along with a description of the process and criteria used to determine the prioritized needs to be addressed by the hospital. Accordingly, Ascension Providence Rochester used a phased prioritization approach to identify the needs with Oakland, Macomb and Lapeer counties. The first step was to determine the broader set of identified needs. Through the CHNA assessment, identified needs were then narrowed to a set of significant needs which were determined most crucial for community stakeholders to address.




Following the completion of the CHNA assessment, significant needs were further narrowed down to a set of prioritized needs that the hospital will address within the implementation strategy. To arrive at the prioritized needs, Ascension Providence Rochester, in collaboration with our Advisory Board (various community partners), utilized the Hanlon method to prioritize which of the identified needs were most significant. The Hanlon Method is a quantitative and qualitative method that provides a fair, reasonable, and easy way to compare different health problems in a relative framework. 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 Advisory Board was provided with the primary and secondary data followed by instructions on the Hanlon prioritization process. The magnitude (the number of people impacted by the problem); seriousness of the issue and effectiveness of the interventions were used to rate each need. The significant needs based on this process were identified as follows:

- Chronic Disease
 - Cardiovascular Disease
 - Diabetes
 - Obese
- Mental Health
- Access to Care
 - No Routine Physical Check-up
 - No Health Care Coverage
 - No Dental Visit
- Health Factors/Behaviors

- High Blood Pressure
- High Cholesterol
- Adequate Physical Activity - lack of
- Binge Drinking

Needs That Will Be Addressed

Following the completion of the current CHNA, Ascension Providence Rochester has selected the prioritized needs outlined below for its 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:

Need	Rationale
Chronic Disease 	<p>This need was selected because chronic disease prevention and treatment will decrease preventable deaths and increase the quality of life of the population served. Chronic disease management is essential to improving health outcomes and increasing the health literacy of the population served to aid in self-management and reduction in healthcare costs.</p>
Access to Care 	<p>This need was selected because access to affordable, quality and convenient health care is essential to physical, social and mental health. Ascension Providence Rochester is committed to help empower people to navigate their health journey through products and services that address health and healthcare services.</p>
Mental Health 	<p>This need was selected because mental health challenges are associated with numerous physical health complications such as increased rates of smoking, physical inactivity, obesity and substance abuse. As a result, these physical health problems can lead to chronic disease, injury, disability and death. Ascension Providence Rochester is committed to expanding mental health services in our community and partnering with community organizations to address this health priority.</p>

Ascension Providence Rochester 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 Providence 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 Providence Rochester does not plan to address at this time include:

- **No Healthcare Coverage:** Although no healthcare coverage was an identified need, Ascension has a very robust process for assisting those without healthcare coverage to obtain it; Ascension is committed to providing care to all and has a very generous charity care program. In addition, our county data of uninsured is 6%, the same as the U.S. Top Performers.
- **No Dental Visits:** Ascension Providence Rochester does not provide dental services but will work with our community partners to assist those that may need those services.
- **Cancer, COPD and Asthma, Stroke, and Kidney Disease:** Services and resources are available and accessible in our community for each of these health needs and Ascension Providence Rochester collaborates with the American Cancer Society, American Lung Association and American Kidney Foundation to help meet these needs in our community. In addition, Ascension Providence Rochester is a Joint Commission Accredited Stroke Center and has identified stroke as a strategic priority for many years.

While these needs are not the focus of this implementation strategy, Ascension Providence Rochester 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 Providence Rochester does to support health within the community.

To find a list of resources for each need not being addressed, please refer to the Ascension Providence Rochester'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 Providence Rochester Board of Trustees

To ensure the Ascension Providence Rochester's efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 (tax year 2021) implementation strategy was presented and adopted by the Ascension Providence Rochester Board of Trustees on May 10, 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

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.

STRATEGY #1	
Hospital Name Ascension Providence Rochester	
Prioritized Health Need #1 Chronic Disease	
Strategy Increase awareness in the community and improve chronic disease (cardiovascular, diabetes, obesity) prevention and management, decreasing preventable deaths and increasing quality of life.	
Strategy Source Age-Friendly Health System 4Ms (What Matters, Medication, Mentation, Mobility)	
Objective By June 2025, Ascension Providence Rochester will create and implement a work plan to improve the prevention and management of chronic disease in adults age 65+ using the Age-Friendly Health System 4Ms framework.	
Target Population <ul style="list-style-type: none"> Target Population: Adults age 65+ with health factors/behaviors that put them at risk for chronic disease. Medically Underserved Population: Underinsured and uninsured 	
Collaborators <ul style="list-style-type: none"> Ascension Michigan Hospitals Collaborators: <ul style="list-style-type: none"> Local Senior Communities Older Persons' Commission Neighborhood House Primary Care Physicians Wayne State University Consultants: N/A Other non-profit hospital N/A 	
Resources Ascension Providence Rochester is committed to providing both financial and in-kind resources , including associate time, charitable contributions and employee volunteerism.	
ACTION STEPS	ROLE/OWNER
Achieve and maintain Age-Friendly Health System 4Ms Level 2 Commitment to Care status	Ascension Providence Rochester Hospital

Provide education on chronic disease prevention and management through community health partner collaborations, Speakers Bureau and community events	Ascension Providence Rochester Hospital; Community Partners
Output and/or Outcome <ul style="list-style-type: none"> Baseline: Number of hospital departments designated Age-Friendly Committed to Care in FY22; June 30, 2022 Target: Increase number by 5 over baseline number of departments participating by FY25; June 30, 2025 Data Source; Data Owner: Ascension Providence Rochester 	
ANTICIPATED IMPACT	
The anticipated impact of these actions will provide an evidenced-based framework designed to organize care and focus on the older adult's wellness and strengths and help prevent and manage chronic disease.	

STRATEGY #2	
Hospital Name	Ascension Providence Rochester
Prioritized Health Need #1	Chronic Disease
Strategy	Increase awareness in the community and improve chronic disease (cardiovascular, diabetes, obesity) prevention and management, decreasing preventable deaths and increasing quality of life.
Strategy Source	Diabetes Prevention Program American Diabetes Association Diabetes Self-Management Education
Objective	By June 2025, Ascension Providence Rochester will increase the number of diabetes and nutrition education program participants by 15% from 480 to 550.
Target Population	<ul style="list-style-type: none"> Target Population: Adults with health factors/behaviors that put them at risk for chronic disease, specifically cardiac, diabetes and obesity. Medically Underserved Population: Underinsured and uninsured
Collaborators	<ul style="list-style-type: none"> Other Ascension hospital: Ascension Michigan Ministries Collaborators: <ul style="list-style-type: none"> Local Senior Communities Older Persons' Commission Neighborhood House Primary Care Physicians Wayne State University Consultants: N/A

<ul style="list-style-type: none"> Other non-profit hospital N/A 	
Resources Ascension Providence Rochester is committed to providing both financial and in-kind resources , including associate time, charitable contributions and employee volunteerism.	
ACTION STEPS	ROLE/OWNER
Provide Diabetes Prevention Programs (DPP) and nutrition education for the community	Ascension Providence Rochester Diabetes and Nutrition Counseling Center
Support organizations and programs working to reduce food insecurity, obesity, and other related illnesses through community-based funding	Neighborhood house OPC Meals on Wheels Rochester Farmers Market
Output and/or Outcome <ul style="list-style-type: none"> Baseline: 480 diabetes and nutrition education program participants in FY22: June 30, 2022. Target: 15% increase over the baseline number of diabetes and nutrition education programs at the end of FY25; June 30, 2025. Data Source; Data Owner: Ascension Providence Rochester 	
ANTICIPATED IMPACT	
The anticipated impact of these actions will increase the number of evidenced-based programs and education available to help prevent and manage chronic disease, specifically diabetes and obesity.	

STRATEGY #3	
Hospital Name Ascension Providence Rochester	
Prioritized Health Need #2 Access to Care	
Strategy Increase the number of opportunities for education, screening and access to primary care/routine physical exams.	
Strategy Source Center for Disease Control	
Objective By June 2025, Ascension Providence Rochester will provide 5 education and health screening programs/events per fiscal year for the target population (40-60 year olds) promoting primary care and routine physical exams.	
Target Population <ul style="list-style-type: none"> Target Population: Adults between the ages of 40 to 60 years old. Medically Underserved Population: underinsured and uninsured 	
Collaborators <ul style="list-style-type: none"> Ascension Medical Group Joint Venture: N/A 	

<ul style="list-style-type: none"> • Collaborators: <ul style="list-style-type: none"> Rochester Community Schools Local Municipalities Local Businesses Local Community Centers Neighborhood House • Consultants: N/A • Other non-profit hospital - N/A 	
Resources Ascension Providence Rochester is committed to providing both financial and in-kind resources , including associate time, charitable contributions and employee volunteerism.	
ACTION STEPS	ROLE/OWNER
Provide education on primary care and routine screenings through community events and speakers bureau	Ascension Providence Rochester
Provide free routine physical assessments and screenings in the community with at least one poor/vulnerable population	Ascension Providence Rochester, Ascension Medical Group
Provide a variety of opportunities for access to care targeting 40-60 year old adults	Ascension Providence Rochester
Output and/or Outcome <ul style="list-style-type: none"> • Baseline: N/A • Target: 5 Education and Health Screening Programs/Events per Fiscal Year • Data Source; Data Owner: Ascension Providence Rochester 	
ANTICIPATED IMPACT	
The anticipated impact of these actions is to increase awareness and utilization of adults ages 40-60 of primary care services.	

STRATEGY #4
Hospital Name Ascension Providence Rochester
Prioritized Health Need #3 Mental Health
Strategy Increase awareness and support by providing education and services to address mental health
Strategy Source Mental Health First Aid
Objective By June 2025, Ascension Providence Rochester will create and implement a work plan to educate and support the prevention and management of mental health issues across all ages in our community.
Target Population <ul style="list-style-type: none"> • Target Population: All members of the community • Medically Underserved Population: uninsured and underinsured

Collaborators <ul style="list-style-type: none"> • Other Ascension hospital: Eastwood Clinics • Joint Venture: N/A • Collaborators: <ul style="list-style-type: none"> Easterseals Michigan Oakland Community Health Network Common Ground Resources and Crisis Center NAMI Metro Oakland Wayne and Macomb Counties Older Persons' Commission Neighborhood House Oakland University • Consultants: N/A • Other non-profit hospital: N/A 	
Resources Ascension Providence Rochester is committed to providing both financial and in-kind resources , including associate time, charitable contributions and employee volunteerism.	
ACTION STEPS	ROLE/OWNER
Provide mental education, training and resources in the community such as Mental Health First Aid or similar evidence-based programming	Ascension Providence Rochester
Provide resources and tools to support behavioral health patients in Emergency Department	Ascension Providence Rochester
Provide meeting space for mental health support groups	Ascension Providence Rochester
Output and/or Outcome <ul style="list-style-type: none"> • Baseline: N/A • Target: A comprehensive work plan designed to address mental health concerns across all demographics of the community. • Data Source; Data Owner: Ascension Providence Rochester 	
ANTICIPATED IMPACT	
The anticipated impact of these actions is to increase awareness and resources available to address mental health.	

Evaluation

Ascension Providence Rochester 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 Providence Rochester 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.