

Ascension St. Joseph Hospital

Implementation Strategy for the 2021 CHNA Iosco County, Michigan

Conducted: May 13, 2022 – November 15, 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.

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The 2021 CHNA 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 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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Executive Summary

Purpose of the Community Health Needs Assessment and Implementation Strategy

As part of the Patient Protection and Affordable Care Act of 2010, all not-for-profit hospitals are required to conduct a community health needs assessment (CHNA) and adopt an implementation strategy (IS) every three years.

About the 2021 Community Health Needs Assessment (CHNA)

The purpose of the 2021 CHNA is to understand the health needs and priorities of those who live and/or work in the communities served by the hospital. Conducted July 1, 2021 through June 30, 2022 and in collaboration with various community partners, Ascension St. Joseph Hospital used a phased prioritization approach to determine the most crucial needs for community stakeholders to address. The 2021 CHNA significant needs are as follows:

- Mental and Behavioral Health, including substance use disorder and addiction
- Alcohol & Drug Use, including alcohol consumption, prescription drug misuse, and marijuana
- Housing
- Healthcare Providers & Services, including broadband internet
- Community Safety, including human trafficking, violent crimes, and domestic violence
- Transportation
- Employment, including lack of job opportunities
- Obesity & Health Behaviors, including physical activity
- Chronic Disease, including cancer, diabetes, heart disease, and hypertension

The 2021 CHNA received approval from the Ascension Northern Ministries Board of Trustees on May 12, 2022, and can be viewed at <https://healthcare.ascension.org/chna>.

About the 2021 Implementation Strategy (IS)

This (2021) IS is the hospital's response to the health needs prioritized from the 2021 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 St. Joseph 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.

Health Needs That Will Be Addressed Through the 2021 IS and Action Plans

Following the completion of the 2021 CHNA, Ascension St. Joseph Hospital leaders reviewed the significant needs with special consideration for the following: scope of problem (number of people impacted, severity), health disparities (by income and/or race and ethnicity), feasibility (existing resources, known interventions, capacity), momentum/commitment (existing partnerships, community



readiness), and alignment (organization's strengths and priorities). For the purposes of the 2021 IS, Ascension St. Joseph Hospital has chosen to focus its efforts on the following prioritized needs:

- **Mental and Behavioral Health**, including substance use disorder (SUD)
 - **Strategy 1.1:** Increase awareness, access, and referrals to Project ASSERT (Alcohol & Substance Abuse Services, Education, and Referral to Treatment) for individuals who present to Ascension St. Joseph Hospital.
 - **Strategy 1.2:** Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to mental and behavioral health for vulnerable populations.
 - **Strategy 1.3:** Increase involvement in and support of community health activities to address mental and behavioral health needs.

- **Chronic Disease**
 - **Strategy 2.1:** Improve collaboration and coordination between Ascension St. Joseph Hospital providers, including Ascension Medical Group outpatient clinics, and Ascension St. Mary's Diabetes Education Center through a diabetic & prediabetic referral protocol.
 - **Strategy 2.2:** Participate in/on chronic disease-focused community-based forums and coalitions to increase involvement in community health activities and assure awareness of the services offered by Ascension St. Joseph Hospital.

- **Healthcare Providers & Services**
 - **Strategy 3.1:** Provide preventative screenings for underserved populations to improve early detection rates in Iosco County
 - **Strategy 3.2:** Participate in/on healthcare access-focused community-based forums and coalitions to increase involvement in grassroots community health activities and assure awareness of the services offered by Ascension St. Joseph Hospital.

Ascension St. Joseph Hospital 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. To ensure accountability, data will be aggregated into an annual Community Benefit report that will be made available to the community.

Approval

The 2021 CHNA IS received approval from the Ascension Michigan Market Board of Trustees on November 15, 2022. This IS has been made available to the public and can be viewed at <https://healthcare.ascension.org/chna>.

Ascension St. Joseph Hospital values the community's voice and welcomes feedback. Questions or comments about this IS can be submitted via the website: <https://healthcare.ascension.org/chna>.



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.

About Ascension St. Joseph Hospital

As a Ministry of the Catholic Church, Ascension St. Joseph 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 Iosco County and the surrounding area. St. Joseph Hospital is a full-service hospital with 24/7 emergency care and multiple outpatient care centers. Skilled doctors and care teams deliver primary and specialty care for serious and life-threatening injuries and illnesses. From family medicine, OB-GYN, pediatrics and internal medicine to orthopedics, heart and cancer care services, care teams offer compassionate, personalized care close to home. A walk-in clinic and a wide range of outpatient testing including diagnostic imaging, laboratory tests, respiratory care and rehabilitation therapy services are all conveniently located on one campus.

Serving Michigan for nearly 70-years, Ascension St. Joseph Hospital is continuing the long and valued tradition of addressing the health needs of the people in Tawas City and surrounding communities, following in the footsteps of the legacy of the Sisters of St. Joseph of Nazareth. It began when the Tawas community formed the Tawas Hospital Association to raise funds for a new hospital for the area. Upon completion in 1953, the hospital association asked the Sisters of St. Joseph of Nazareth to oversee the hospital's operations. In 1999, the Sisters of St. Joseph Health System and the Daughters of Charity National Health System in Michigan came together to form Ascension Health, a national Catholic healthcare system, in order to extend into the future a shared healing mission – caring for those persons who are poor and most in need.

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

About the 2021 Community Health Needs Assessment (CHNA)

As part of the Patient Protection and Affordable Care Act of 2010, all not-for-profit hospitals are required to conduct a community health needs assessment (CHNA) and adopt an implementation strategy every three years. The purpose of the CHNA is to understand the health needs and priorities of those who live and/or work in the communities served by the hospital, with the goal of addressing those needs through the development of an implementation strategy plan. A CHNA, is essential for community building and health improvement efforts, and directing resources where they are most needed. CHNAs can be powerful tools that have the potential to be catalysts for immense community change.



About the 2021 Implementation Strategy (IS)

This (2021) IS is the hospital's response to the health needs prioritized from the 2021 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 St. Joseph 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 St. Joseph Hospital's administrative offices.



Overview of the 2021 Implementation Strategy

Process to Prioritize Needs

Ascension St. Joseph 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. Following the completion of the CHNA, Ascension St. Joseph Hospital leaders reviewed the 2021 significant needs impacting Arenac County with special consideration for the following:

- Scope of problem (number of people impacted, severity)
- Health disparities (by income and/or race and ethnicity)
- Feasibility (existing resources, known interventions, capacity)
- Momentum/commitment (existing partnerships, community readiness)
- Alignment (organization's strengths and priorities)

Needs That Will Be Addressed and Action Plans

Following the completion of the current CHNA, Ascension St. Joseph Hospital 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:

- **Mental and Behavioral Health**, including substance use disorder and addiction - This need was selected because "mental health is essential to a person's well-being, healthy family and interpersonal relationships, and the ability to live a full and productive life. People, including children and adolescents, with untreated mental health disorders are at high risk for many unhealthy and unsafe behaviors, including alcohol or drug abuse, violent or self-destructive behavior, and suicide. Mental health disorders also have a serious impact on physical health and are associated with the prevalence, progression, and outcome of some of today's most pressing chronic diseases."¹ It's important to note that 'Alcohol & Drug Use' will also be addressed within the activities conducted through the Mental and Behavioral Health action plan.
 - **Strategy 1.1:** Increase awareness, access, and referrals to Project ASSERT (Alcohol & Substance Abuse Services, Education, and Referral to Treatment) for individuals who present to Ascension St. Joseph Hospital.
 - **Strategy 1.2:** Through a coordinated and transformational approach, Ascension Michigan hospitals will improve access to mental and behavioral health for vulnerable populations.
 - **Strategy 1.3:** Increase involvement in and support of community health activities to address mental and behavioral health needs.

¹ <https://www.healthypeople.gov/2020/leading-health-indicators/2020-lhi-topics/Mental-Health>



- **Chronic Disease** - This need was selected because individuals who suffer from chronic diseases such as heart disease, stroke, diabetes, cancer, obesity, and arthritis experience limitations in function, health, activity, and work, affecting the quality of their lives as well as the lives of their families. It's important to note that 'Obesity & Health Behaviors', including physical activity, will also be addressed within the activities conducted through the Chronic Disease action plan.
 - **Strategy 2.1:** Improve collaboration and coordination between Ascension St. Joseph Hospital providers, including Ascension Medical Group outpatient clinics, and Ascension St. Mary's Diabetes Education Center through a diabetic & prediabetic referral protocol.
 - **Strategy 2.2:** Increase involvement in and support of community health activities to address chronic disease needs
- **Healthcare Providers & Services** - This need was selected because access to health services, including availability of services and providers needed, affects an individual's health and well-being significantly. Regular and reliable access to health services can prevent disease and disability, detect and treat illnesses or other health conditions, increase quality of life, reduce the likelihood of premature (early) death, and increase life expectancy.
 - **Strategy 3.1:** Provide preventative screenings for underserved populations to improve early detection rates in Iosco County
 - **Strategy 3.2:** Increase involvement in and support of community health activities to address healthcare providers and services needs

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: MENTAL AND BEHAVIORAL HEALTH (including substance use disorder and addiction) | |
|---|--|
| Strategy 1.1: Increase awareness, access, and referrals to Project ASSERT (Alcohol & Substance Abuse Services, Education, and Referral to Treatment) for individuals who present to Ascension St. Joseph Hospital. | |
| OBJECTIVE By June 30, 2023 (Year 1), establish a baseline of the number of individuals referred to Project ASSERT, and increase the number of individuals referred by 25% by June 30, 2025 (Year 3). | |
| OUTPUT(S) AND/OR OUTCOME(S) <ul style="list-style-type: none"> • Baseline: Number of individuals referred to be determined in Year 1 (FY2023 - goal: 12/month) • Target: Increase number of individuals referred by 25% by Year 3 (FY2025 - goal: 15/month) • Data Owner/Source: Catholic Human Services/Ascension St. Joseph Project ASSERT tracking sheet | |
| TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Individuals (adults, 18+) presenting to Ascension St. Joseph Hospital (emergency department [ED], intensive care unit [ICU], nursing department, and case managers) • Medically Underserved Population: Uninsured and Under-insured | |
| COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> • Ascension hospital(s): Ascension St. Joseph Hospital (maintain [grant] partnership with Catholic Human Services) and Ascension Medical Group outpatient clinics (refer patients as appropriate) • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: Catholic Human Services (employ Wellness Advocate, maintain referral tracking form) • Consultants: N/A | |
| ACTION STEPS | OWNER/ROLE |
| Establish baseline for individuals referred from ED Dept to Project ASSERT | <ul style="list-style-type: none"> • Lead: Wellness Advocate |
| Fully integrate Wellness Advocates in ED Dept (via designated physical space) | <ul style="list-style-type: none"> • Lead: ED Dept Manager • Collaborator: Wellness Advocate |
| Provide access and applicable training to Ascension St. Joseph electronic Health Record (EHR) to Wellness Advocates | <ul style="list-style-type: none"> • Lead: Clinical Informatics Dept |
| Provide education to ED providers on Project ASSERT, including identification and referral of individuals presenting to ED | <ul style="list-style-type: none"> • Co-Leads: Wellness Advocates, ED Dept Manager |
| Implement Project ASSERT using SBIRT framework for individuals presenting to ED | <ul style="list-style-type: none"> • Co-Leads: Wellness Advocate, ED Dept Manager & providers |
| Provide education to nursing, ICU, and case managers providers, including identification and referral of inpatients | <ul style="list-style-type: none"> • Co-Leads: Wellness Advocate, Named dept managers |
| Implement Project ASSERT using SBIRT framework for inpatients | <ul style="list-style-type: none"> • Co-Leads: Wellness Advocate, Named dept managers |
| Provide education to AMG outpatient clinics providers, including identification and referral of eligible patients | <ul style="list-style-type: none"> • Co-Leads: Wellness Advocate, AMG Clinic Managers |
| Implement quarterly Project ASSERT report to distribute to hospital leadership, applicable departments, and AMG. Tracked metrics include: # individuals referred; # individuals consenting to screening; # individuals refusing screening; # individuals entering treatment; # to non-treatment referrals | <ul style="list-style-type: none"> • Lead: Wellness Advocate • Collaborators: Named dept managers, AMG Clinic Managers |



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| Provide bi-annual education to named hospital departments and AMG outpatient clinics on Project ASSERT | <ul style="list-style-type: none"> • Lead: Wellness Advocate • Collaborators: Named dept managers, AMG Clinic Managers |
| Develop annual Project ASSERT report and host stakeholder meeting to share program impact, including awareness, access, and referrals | <ul style="list-style-type: none"> • Lead: Wellness Advocate • Collaborators: Named dept managers, AMG Clinic Managers |
| ANTICIPATED IMPACT | |
| The anticipated impact of these actions is to increase the number of individuals (who are experiencing risky use of substances) receiving a brief intervention, and connect them to treatment and comprehensive services when appropriate. | |

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| PRIORITIZED NEED 1: MENTAL AND BEHAVIORAL HEALTH (including substance use disorder and addiction) |
| Strategy 1.2: 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 St. Joseph Hospital, as part of Ascension Michigan, will be better positioned to address the mental health needs of the community served. |
| OUTPUT(S) AND/OR OUTCOME(S) <ul style="list-style-type: none"> • Baseline: <ul style="list-style-type: none"> ○ 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) • Target: <ul style="list-style-type: none"> ○ Increase BH screening rates in the ED/AMG clinics - SBIRT: 5.0%; PHQ-9: 6.6% ○ Increase number of TelePsych visits - +1,500 (FY2023) ○ Increase Integrated Care services CoCM Covered Lives - 200 (FY2023) • Data Source; Data Owner: Ascension Enterprise Project Management Office (ePMO), AchieveIt Tool |
| TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Community members presenting to Ascension St. Joseph Hospital seeking mental health services. • Medically Underserved Population: Individuals and groups that are experiencing disparities; un- and/or underserved |
| COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> • Ascension hospital(s): 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) • Other Ascension hospital: N/A • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: Ascension Enterprise Project Management Office (track milestones via AchieveIt Tool) |



| <ul style="list-style-type: none"> ● Consultants: N/A | |
|--|---|
| ACTION STEPS | ROLE/OWNER |
| Expand use of screening tools, including PHQ-9, ACEs, and/or SBIRT, to identify mental health patients | <ul style="list-style-type: none"> ● Lead: Behavioral Health Service Line ● Collaborators: OB, ED, Maternal Health, 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 |
| ANTICIPATED IMPACT | |
| The anticipated impact of these actions is to transform behavioral health care models which ultimately improve the health of the communities served by Ascension Michigan hospitals. | |

| PRIORITIZED NEED 1: MENTAL AND BEHAVIORAL HEALTH (including substance use disorder and addiction) | |
|---|-------------------|
| Strategy 1.3: Increase involvement in and support of community health activities to address mental and behavioral health needs | |
| OBJECTIVE | |
| By June 30, 2025, Ascension St. Joseph Hospital will have increased its engagement in community-based forums and coalitions to promote mental and behavioral health support and resources available to Iosco 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 St. Joseph Hospital by Year 3 ● Data Source/Owner: Ascension St. Joseph Hospital program records | |
| TARGET POPULATION | |
| <ul style="list-style-type: none"> ● Target Population: Residents in Iosco 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 hospital(s): Ascension St. Joseph Hospital (provide appropriate resources as identified) ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: N/A ● Consultants: N/A | |
| ACTION STEPS | ROLE/OWNER |



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| Establish, implement, and evaluate a community investment/engagement plan for Ascension St. Joseph Hospital by Year 3 | <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 mental health 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 losco 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 St. Joseph Hospital | <ul style="list-style-type: none"> • Lead: Identified hospital leadership 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 health-focused needs within losco 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 promote mental and behavioral health resources available for residents in losco County through strengthening community relationships, engagement, and collaboration. | |

| PRIORITIZED NEED 2: CHRONIC DISEASE | |
|--|--|
| Strategy 2.1: Improve collaboration and coordination between Ascension St. Joseph Hospital providers, including Ascension Medical Group outpatient clinics, and Ascension St. Mary's Diabetes Education Center through a diabetic & prediabetic referral protocol. | |
| OBJECTIVE | |
| By June 30, 2025 (Year 3), the number of eligible patients referred to the Ascension St. Mary's Diabetes Education Center will increase to an average of 10 per month. | |
| OUTPUT(S) AND/OR OUTCOME(S) | |
| <ul style="list-style-type: none"> ● Baseline: Number of individuals referred - 2/month (average in FY2022) ● Target: Increase number of individuals - 10/month (average in FY2025) ● Data Owner/Source: Ascension St. Mary's Diabetes Education Center / STAT Program | |
| TARGET POPULATION | |
| <ul style="list-style-type: none"> ● Target Population: Prediabetic and diagnosed diabetic adults, including newly diagnosed diabetics, individuals with Medicare Group Benefits, individuals that do not qualify for Continuous Glucose Monitoring (CGM), those identified as gestational diabetic, and Type 1 diabetics patients who become pregnant ● Medically Underserved Population: Uninsured and Under-insured; those covered by Medicare Group Benefits | |
| COLLABORATORS AND RESOURCES | |
| <ul style="list-style-type: none"> ● Ascension hospital(s): Ascension St. Joseph Hospital (provide Financial Counselors [R1], Women's Clinic); Ascension Medical Group outpatient clinics (identify and refer patients) ● Other non-profit hospital: Ascension St. Mary's Hospital (provide Diabetes and Nutrition Center services and support; provide cost solution supports through Center of HOPE) ● Joint Venture: N/A ● Collaborators: N/A ● Consultants: N/A | |
| ACTION STEPS | ROLE/OWNER |
| Identify patient cost solutions (e.g. GoodRx vouchers, 340B Program, Dispensary of Hope) and financial assistance opportunities for prediabetes and diabetes patients seeking education and support/management (e.g. medication, classes/consults) | <ul style="list-style-type: none"> ● Lead: R1 Financial Counselors ● Collaborators: AMG Managers, Diabetes Education Center, Center for HOPE |
| Provide education to AMG outpatient clinic providers on available diabetic education and support, including patient eligibility, referral protocol, and patient cost solutions | <ul style="list-style-type: none"> ● Co-Lead: Diabetes Education Center, AMG Clinic Managers ● Collaborators: Dietary Dept |
| Implement diabetic referral protocol with initial roll-out to diabetic and newly diagnosed diabetic AMG patients, including those that don't qualify for CGM but are in need continued diabetes education and those covered by Medicare Group Benefits | <ul style="list-style-type: none"> ● Co-Leads: AMG Managers and Providers, Diabetes Education Center |
| Expand diabetic referral protocol roll-out to inpatient case managers, including identification and referral of inpatients | <ul style="list-style-type: none"> ● Co-Leads: Inpatient case managers, Diabetes Education Center |
| Expand diabetic referral protocol roll out to Women's Clinic patients, including those identified as gestational diabetic and Type 1 diabetics patients who become pregnant | <ul style="list-style-type: none"> ● Co-Leads: Women's Clinic providers, Diabetes Education Center |



ANTICIPATED IMPACT

The anticipated impact of these actions is to increase awareness of diabetes prevention and management support available, and ultimately decrease the chronic disease burden in losco County.

PRIORITIZED NEED 2: CHRONIC DISEASE

Strategy 2.2: Increase involvement in and support of community health activities to address chronic disease needs

OBJECTIVE

By June 30, 2025, Ascension St. Joseph Hospital will have increased its engagement in community-based forums and coalitions to promote mental and behavioral health support and resources available to losco 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 St. Joseph Hospital by Year 3
- **Data Source/Owner:** Ascension St. Joseph Hospital program records

TARGET POPULATION

- **Target Population:** Residents in losco County served by the identified community-based forums and coalitions
- **Medically Underserved Population:** Uninsured and Under-insured

COLLABORATORS AND RESOURCES

- **Ascension hospital(s):** Ascension St. Joseph Hospital (provide appropriate resources as identified)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A
- **Collaborators:** N/A
- **Consultants:** N/A

ACTION STEPS

ROLE/OWNER

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|---|--|
| Develop community engagement plan for Ascension St. Joseph Hospital to (further) engage | <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 chronic disease 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 losco 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 St. Joseph Hospital | <ul style="list-style-type: none"> ● Lead: Identified hospital leadership 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 |

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| | <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 chronic disease-focused needs within losco 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 promote and support chronic disease prevention and management for residents in losco County through strengthening community relationships, engagement, and collaboration. | |

PRIORITIZED NEED 3: HEALTHCARE PROVIDERS & SERVICES

Strategy 3.1: Provide preventative screenings for underserved populations.

OBJECTIVE

By June 30, 2025 (Year 3), Ascension St. Joseph Hospital will have increased the number of early detection screenings by 10% as measured by hospital program records.

OUTPUT(S) AND/OR OUTCOME(S)

- **Baseline:**
 - Lung cancer screening - 28 individuals screened (total in FY2021)
 - Stroke screening - 50 individuals screened (total in FY2020)
 - Breast screening - Number of individuals screened to be determined in Year 1 (FY2023 - goal: 20)
 - Concussion screening - Number of individuals screened to be determined in Year 1 (FY2023 - goal: 20)
 - Colorectal screening - 1 screening event held in FY2022
 - Heart health screening (adults) - 0 screening events held in FY2022

- **Target:**
 - Lung cancer screening - 32 individuals screened (FY2023 target); 38 individuals screened (FY2024 target); 42 individuals screened (FY2025 target)
 - Stroke screening - 50 individuals screened (FY2023 target); 55 individuals screened (FY2024 target); 60 individuals screened (FY2025 target)
 - Breast screening - 25 individuals screened (FY2024 target); 30 individuals screened (FY2025 target)
 - Concussion screening - 25 individuals screened (FY2024 target); 30 individuals screened (FY2025 target)
 - Colorectal screening - 3 events (FY2023-FY2025)
 - Heart Health screening (adults) - 3 events (FY 2023-FY2025)

- **Data Owner/Source:** Ascension St. Joseph Hospital's program records

TARGET POPULATION

- **Target Population:** Priority populations in losco county (e.g. age, years smoked, packs smoked, student athletes)
- **Medically Underserved Population:** Uninsured and Under-insured; those limited by geographic location and/or socioeconomic status

COLLABORATORS AND RESOURCES

- **Ascension hospital(s):** Ascension St. Joseph Hospital (coordinate & conduct screenings, maintain program records, engage volunteer services to support logistics); Ascension Medical Group (promote screening events to patients within target population), Women's Clinic (promote screening events to patients within target population)
- **Other non-profit hospital:** Ascension St. Mary's Hospital (provide mobile mammography unit, facilitate concussion clinic via Field Neuroscience Institute)
- **Joint Venture:** N/A

| <ul style="list-style-type: none"> • Collaborators: Community-based forums and coalitions (promote screening events, consider losco Commission on Aging,), Area School Districts (collaborate to host sports physical and concussion events, engage athletic directors & coaches, sports boosters) • Consultants: N/A | |
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| ACTION STEPS | ROLE/OWNER |
| Increase community awareness among patients and community members of the importance of early detection cancer screenings through health education presentations | <ul style="list-style-type: none"> • Lead: Named Dept Managers • Collaborators: Marketing & Communication Dept., AMG Clinic Managers, Mission Team, Foundation |
| Offer an annual low-dose CT lung cancer screening event at no-cost to all eligible community members | <ul style="list-style-type: none"> • Co-Leads: Radiology Dept Manager, Oncology Dept Manager • Collaborators: Marketing & Communication Dept., AMG Clinic Managers, |
| Offer an annual breast/mammography screening event at no-cost, with focus on underserved communities | <ul style="list-style-type: none"> • Co-Leads: Radiology Dept Manager, Oncology Dept Manager • Collaborators: Ascension St. Mary's mobile mammography unit, Marketing & Communication dept., AMG Clinic Managers, |
| Offer an annual stroke screening event at no-cost to all eligible community members | <ul style="list-style-type: none"> • Lead: ED Dept Manager • Collaborators: Field Neurosciences Institute, Marketing & Communication Dept., AMG Clinic Managers |
| Offer a concussion screening event with sports physicals at no-cost to all eligible community members | <ul style="list-style-type: none"> • Lead: ED Dept Manager • Collaborators: Area School Districts, Field Neurosciences Institute, Marketing & Communication Dept. |
| Offer colorectal screening event at no-cost to all eligible community members | <ul style="list-style-type: none"> • Co-Leads: Oncology service line • Collaborators: Local hospital oncology leaders, Marketing & Communication Dept., AMG Clinic Managers, |
| Offer heart health screening event at no-cost to all eligible adult community members | <ul style="list-style-type: none"> • Co-Leads: Cardiology service line • Collaborators: Local hospital cardiology leaders, Marketing & Communication Dept., AMG Clinic Managers, |
| ANTICIPATED IMPACT | |
| The anticipated impact of these actions is to improve early detection of cancer, heart disease and neurovascular disease in losco County. | |

| PRIORITIZED NEED 3: HEALTHCARE PROVIDERS & SERVICES | |
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| Strategy 3.2: Increase involvement in and support of community health activities to address healthcare providers and services needs | |
| OBJECTIVE By June 30, 2025, Ascension St. Joseph Hospital will have increased its impact and engagement in community-based forums and coalitions to promote healthcare providers and services support and resources available to losco 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 St. Joseph Hospital by Year 3 • Data Source/Owner: Ascension St. Joseph Hospital program records | |
| TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Residents in losco 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 hospital: Ascension St. Joseph Hospital (provide appropriate resources as identified) • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: N/A • Consultants: N/A | |
| ACTION STEPS | ROLE/OWNER |
| Develop community engagement plan for Ascension St. Joseph Hospital to (further) engage | <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 healthcare providers and services 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 losco 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 St. Joseph Hospital | <ul style="list-style-type: none"> • Lead: Identified hospital leadership 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 healthcare providers and services-focused needs within losco County | <ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit |



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| | <ul style="list-style-type: none"> • 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 promote and support healthcare access for residents in Losco County through strengthened community relationships, engagement, and collaboration. | |



Needs That Will Not Be Addressed

Housing, community safety, transportation, and employment were not selected by Ascension St. Joseph Hospital as prioritized needs in this CHNA cycle. While critically important to overall community health, these specific needs did not meet internally determined criteria that prioritized needs by either continuing or expanding current programs, services and initiatives to steward resources and achieve the greatest community impact. For the areas not chosen, there are other service providers in the community better resourced to address these priorities. Ascension St. Joseph Hospital will work collaboratively with these organizations as appropriate to ensure optimal service coordination and utilization.

To find a list of resources for each need not being addressed, please refer to the Ascension St. Joseph 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.

Evaluation

Ascension St. Joseph 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 St. Joseph 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.



Approval and Adoption by Ascension Michigan Market Board of Trustees

To ensure the Ascension St. Joseph Hospital's efforts meet the needs of the community and have a lasting and meaningful impact, the 2021 CHNA 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.

Conclusion

Ascension St. Joseph 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. This implementation strategy (IS) is the hospital's response to the health needs prioritized from the 2021 CHNA and 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 St. Joseph 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.

This IS has been made available to the public, and Ascension St. Joseph Hospital values the community's voice and welcomes feedback. Questions or comments about this IS can be submitted via the website: <https://healthcare.ascension.org/chna>.

As a Catholic health ministry, Ascension St. Joseph Hospital is dedicated to spiritually centered, holistic care that sustains and improves the health of not only individuals, but the communities it serves. With special attention to those who are poor and vulnerable, we are advocates for a compassionate and just society through our actions and words. Ascension St. Joseph Hospital is dedicated to serving patients with compassionate care and medical excellence, making a difference in every life we touch.