

Ascension Standish Hospital

Implementation Strategy for the 2021 CHNA Arenac 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 the 2021 Community Health Needs Assessment (CHNA). 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 Standish 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
- Child Health and Development, including Adverse Childhood Experiences
- Education, including high school and post-secondary education completion, and/or disconnected youth
- Income, including poverty, inequality/ household income, and food insecurity
- 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 Standish 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 Standish 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 Standish Hospital has chosen to focus its efforts on the following prioritized needs:

- **Mental and Behavioral Health**, including substance use disorder:



- **Strategy 1.1:** Increase awareness, access, and referrals to Project ASSERT (Alcohol & Substance Abuse Services, Education, and Referral to Treatment) for patients who present to Ascension Standish Hospital and Ascension Medical Group outpatient clinics.
- **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 health-focused needs.
- **Chronic Disease** - *It's important to note that 'Obesity' will also be addressed within the activities conducted through the Chronic Disease action plan.*
 - **Strategy 2.1:** Provide preventative screenings for underserved populations to improve early detection rates.
 - **Strategy 2.2:** Improve collaboration and coordination between Ascension Standish Hospital providers, including Ascension Medical Group outpatient clinics, and Ascension St. Mary's Diabetes Education Center through a diabetic & prediabetic referral protocol.
 - **Strategy 2.3:** Increase involvement in and support of community health activities to address chronic disease-focused needs.
- **Healthy Behaviors**
 - **Strategy 3.1:** Provide holistic health education and programs that support Arenac County resident's physical, mental, emotional, social, intellectual, and spiritual wellbeing.
 - **Strategy 3.2:** Increase involvement in and support of community health activities to address healthy behavior-focused needs

Ascension Standish Hospital will monitor and evaluate the action plans outlined in this IS for the purpose of reporting and documenting impact 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 Standish 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 Standish Hospital

As a Ministry of the Catholic Church, Ascension Standish 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 Arenac County and the surrounding communities. Ascension Standish Hospital is a critical access hospital offering 24/7 emergency care, a Level IV Trauma Center and a walk-in clinic. Ascension Standish Hospital is a destination for specialty care - including cardiology, orthopedics, neurology, obstetrics, rehabilitation services and mental health services. A wide range of minimally invasive procedures, imaging and laboratory tests, as well as a skilled nursing facility, are offered all on one campus.

Serving Michigan since 1961, Ascension Standish Hospital is continuing the long and valued tradition of addressing the health needs of the people in Standish and surrounding communities. The hospital began when leaders of the Standish community saw that there was a need for a local hospital that was convenient and accessible for its citizens. Standish Community Hospital (now Ascension Standish Hospital) was built to serve those needs. In 2003, the hospital affiliated with Ascension St. Mary's Hospital (formerly St. Mary's of Michigan).

For more information about Ascension Standish Hospital visit [Ascension Standish 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.

Although Ascension Standish Hospital serves Arenac County and surrounding areas, the hospital has defined its community served as Arenac County, Michigan for the 2021 CHNA. Arenac County was selected as Ascension Standish Hospital's community served because (a) most of our service area is in the county; (b) most of our assessment partners define their service area at the county level; and (c) most community health data is available at the county level.

Ascension Standish Hospital, with contracted assistance from Mary Kushion Consulting, LLC., analyzed over 50 secondary data indicators and gathered community input through a large community forum to identify the needs in Arenac County. In collaboration with community partners, Ascension Standish



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
- Child Health and Development, including Adverse Childhood Experiences
- Education, including high school and post-secondary education completion, and/or disconnected youth
- Income, including poverty, inequality/ household income, and food insecurity
- Obesity & Health Behaviors, including physical activity
- Chronic Disease, including cancer, diabetes, heart disease, and hypertension

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 Standish 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 Standish Hospital's administrative offices.



Overview of the 2021 Implementation Strategy

Process to Prioritize Needs

Ascension Standish 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 Standish 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

For the purposes of the 2021 CHNA, Ascension Standish Hospital has chosen to focus its efforts on the prioritized needs, defined by Ascension as the significant needs which have been prioritized by the hospital to address through the three-year CHNA implementation strategy, outlined below:

- **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
 - **Strategy 1.1:** Increase awareness, access, and referrals to Project ASSERT (Alcohol & Substance Abuse Services, Education, and Referral to Treatment) for patients who present to Ascension Standish Hospital and Ascension Medical Group outpatient clinics.
 - **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 health-focused needs.
- **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

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



families. It's important to note that 'Obesity' will also be addressed within the activities conducted through the Chronic Disease action plan.

- **Strategy 2.1:** Provide preventative screenings for underserved populations to improve early detection rates
- **Strategy 2.2:** Improve collaboration and coordination between Ascension Standish Hospital providers, including Ascension Medical Group outpatient clinics, and Ascension St. Mary's Diabetes Education Center through a diabetic & prediabetic referral protocol
- **Strategy 2.3:** Increase involvement in and support of community health activities to address chronic disease-focused needs
- **Healthy Behaviors** - This need was selected because health behaviors include actions that lead to improved health, such as eating well and being physically active, and actions that increase one's risk of disease, such as smoking, excessive alcohol intake, and risky sexual behavior.² It's important to note that 'Obesity', while originally aligned with Healthy Behaviors in title, have been realigned to Chronic Disease and will be addressed within the activities conducted through the Chronic Disease action plan.
 - **Strategy 3.1:** Provide holistic health education and programs that support Arenac County resident's physical, mental, emotional, social, intellectual, and spiritual wellbeing.
 - **Strategy 3.2:** Increase involvement in and support of community health activities to address healthy behavior-focused 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

²<https://www.countyhealthrankings.org/explore-health-rankings/measures-data-sources/county-health-rankings-model/health-factors/health-behaviors>



- 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. The strategies and action plans which compose the IS represents how 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 Standish Hospital and Ascension Medical Group outpatient clinics	
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 Ascension Standish Hospital and Ascension Medical Group outpatient clinics by 20% by June 30, 2025 (Year 3.)	
OUTPUT(S) AND/OR OUTCOME(S) <ul style="list-style-type: none"> ● Baseline: Number of individuals referred: 0 (FY 2022) ● Target: Increase number of individuals referred by 20% by Year 3 (FY2025) ● Data Owner/Source: Ten16 Recovery Network’s Ascension Standish Project ASSERT tracking sheet 	
TARGET POPULATION <ul style="list-style-type: none"> ● Target Population: Individuals (adults, 18+) presenting to Ascension Standish Hospital (emergency department [ED], acute care unit [ACU], and critical care unit [CCU]); patients using substances as identified by AMG outpatient clinic providers ● Medically Underserved Population: Uninsured and Under-insured 	
COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> ● Ascension hospital(s): Ascension Standish Hospital (maintain [grant] partnership with Ten16 Recovery Network); Ascension Medical Group (refer patients) ● Other non-profit hospital: N/A ● Joint Venture: N/A ● Collaborators: Ten16 Recovery Network (employ Wellness Advocate, maintain referral tracking form) ● Consultants: N/A 	
ACTION STEPS	OWNER/ROLE
Design and implement reporting tracking form. 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
Establish baseline for individuals referrals from hospital and AMG outpatient clinics	<ul style="list-style-type: none"> ● Lead: Wellness Advocate
Provide bi-annual education to hospital providers (ED, Acute Care, CCU) and AMG clinics on Project ASSERT, including identification and referral of eligible individuals	<ul style="list-style-type: none"> ● Co-Leads: Wellness Advocate, Speciality Clinic RN ● Collaborators: ED, Acute Care, & CCU Managers, AMG Clinic Managers
Implement quarterly Project ASSERT report to distribute to hospital leadership and departments, and AMG leadership and outpatient clinics	<ul style="list-style-type: none"> ● Co-Leads: Wellness Advocate, Speciality Clinic RN ● Collaborators: ED, Acute Care, & CCU 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"> ● Co-Leads: Wellness Advocate, Speciality Clinic RN



	<ul style="list-style-type: none"> • Collaborators: Named dept managers, AMG Clinic Managers
Develop non-hospital tracking system for referrals / screenings by employers, law enforcement, and EMS	<ul style="list-style-type: none"> • Lead: Wellness Advocate • Collaborator: Speciality Clinic RN
Establish relationships and provide education with local law enforcement, emergency medical services, and employers on Project ASSERT, including identification and referral of eligible community members	<ul style="list-style-type: none"> • Lead: Wellness Advocate • Collaborator: Speciality Clinic RN
Identify partner(s) who could quickly respond and provide transportation for individuals seeking treatment	<ul style="list-style-type: none"> • Co-Leads: Wellness Advocate, Speciality Clinic RN
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.	

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 behavioral healthcare for vulnerable populations.

OBJECTIVE

By June 30, 2025, Ascension Standish 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)

- **Baseline Market:**
 - BH screening rates in the ED/AMG clinics - SBIRT: N/A; PHQ-9: N/A (FY2022)
 - Number of TelePsych visits - 1200 (FY2022)
 - Number of Integrated Care services CoCM Covered Lives -50 (FY2022)
- **Target Market:**
 - 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 Owner/Source:** Ascension Enterprise Project Management Office (ePMO), AchieveIt Tool

TARGET POPULATION

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

COLLABORATORS AND RESOURCES

- **Ascension hospital(s):** Ascension Standish 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)
- **Other non-profit hospital:** N/A
- **Joint Venture:** N/A



<ul style="list-style-type: none"> • Collaborators: Ascension Enterprise Project Management Office (track milestones via AchieveIt Tool) • 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 Standish Hospital will have increased its impact and engagement in community-based forums and coalitions to promote mental health support and resources available to Arenac 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 Standish Hospital by Year 3 • Data Source/Owner: Ascension Standish Hospital program records
TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Residents in Arenac 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 Standish 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 Standish 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 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 Arenac 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 Standish 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 Arenac 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 mental health-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 2: CHRONIC DISEASE (Including Obesity)	
Strategy 2.1: Provide preventative screenings for underserved populations to improve early detection rates	
OBJECTIVE	
By June 30, 2025 (Year 3), Ascension Standish Hospital will have increased the number of early detection screenings by 15% as measured by hospital program records.	
OUTPUT(S) AND/OR OUTCOME(S)	
<ul style="list-style-type: none"> ● Baseline: <ul style="list-style-type: none"> ○ Lung cancer screening - 39 individuals screened (total in FY2021) ○ Breast screening - Number of individuals screened to be determined in Year 1 (FY2023 - goal: 20) ○ Stroke screening - 0 screening events in FY2022 ○ Colorectal screening - 1 screening event in FY2022 ○ Heart Health screenings (adults) - 0 screening events FY2022 ● Target: <ul style="list-style-type: none"> ○ Lung cancer screening - 40 individuals screened (FY2023 target), 45 individuals screened (FY2024 target); 50 individuals screened (FY2025 target) ○ Breast screening - 25 individuals screened (FY2024 target); 30 individuals screened (FY2025 target) ○ Stroke screening - 3 screening events (by end of year 3, FY2025) ○ Colorectal screening - 3 screening events (by end of year 3, FY2025) ○ Heart Health screenings (adults) - 1 screening event by end of year 3, FY 2025) ● Data Source/Owner: Ascension Standish Hospital program records 	
TARGET POPULATION	
<ul style="list-style-type: none"> ● Target Population: Priority populations (e.g. age, years smoked, packs smoked) ● Medically Underserved Population: Uninsured and Under-insured; those limited by geographic location and/or socioeconomic status 	
Collaborators and Resources	
<ul style="list-style-type: none"> ● Ascension hospital(s): Ascension Standish Hospital (coordinate & conduct screenings; maintain program records); Ascension Medical Group (promote screening events to patients within target population) ● Other non-profit hospital: Ascension St. Mary's Hospital (provide mobile mammography van) ● Joint Venture: N/A ● Collaborators: N/A ● Consultants: N/A 	
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: Community Relations Manager ● Collaborators: AMG Clinic Managers, Mission Team members
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: Community Relations Manager, AMG Clinic Managers



Offer 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, Community Relations Manager, AMG Clinic Managers
Offer stroke screening events at no-cost, with focus on underserved communities	<ul style="list-style-type: none"> • Co-Leads: Neurology service line • Collaborators: Local hospital neurology leaders, Community Relations Manager, AMG Clinic Managers
Offer colorectal screenings events at no-cost, with focus on underserved communities	<ul style="list-style-type: none"> • Co-Leads: Oncology service line • Collaborators: Local oncology leaders, Community Relations Manager, AMG Clinic Managers
Offer Heart Health screenings to adults, at no-cost, with focus on underserved communities	<ul style="list-style-type: none"> • Co-Leads: Cardiology service line • Collaborators: Local hospital cardiology leaders, Community Relations Manager, AMG Clinic Managers
ANTICIPATED IMPACT	
The anticipated impact of these actions is to decrease the cancer and chronic disease burden in Arenac County.	

PRIORITIZED NEED 2: CHRONIC DISEASE (Including Obesity)
Strategy 2.2: Improve collaboration and coordination between Ascension Standish 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.
TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Prediabetic and diagnosed diabetic adults, including newly diagnosed diabetics, individuals with Medicare Group Benefits, and individuals that do not qualify for Continuous Glucose Monitoring (CGM) • Medically Underserved Population: Uninsured and Under-insured; those covered by Medicare Group Benefits
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
Collaborators and Resources <ul style="list-style-type: none"> • Ascension hospital(s): Ascension Standish Hospital (provide Financial Counselors [R1]); 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)



<ul style="list-style-type: none"> • Joint Venture: N/A • Collaborators: N/A • Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Identify patient cost solutions (e.g. GoodRx vouchers, 340B Program) 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-Leads: 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 newly diagnosed AMG diabetic patients	<ul style="list-style-type: none"> • Co-Leads: AMG Managers and Providers, Diabetes Education Center
Expand diabetic referral protocol roll out to AMG patients covered by Medicare Group Benefits	<ul style="list-style-type: none"> • Co-Leads: AMG Managers and 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 Arenac County.	

PRIORITIZED NEED 2: CHRONIC DISEASE (Including Obesity)
Strategy 2.3: Increase involvement in and support of community health activities to address chronic disease needs
OBJECTIVE By June 30, 2025, Ascension Standish Hospital will have increased its impact and engagement in community-based forums and coalitions to promote chronic disease support and resources available to Arenac 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 Standish Hospital by Year 3 • Data Source/Owner: Ascension Standish Hospital program records
TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Residents in Arenac 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 Standish Hospital (provide appropriate resources as identified) • Other non-profit hospital: N/A • Joint Venture: N/A • Collaborators: N/A

<ul style="list-style-type: none"> • Consultants: N/A 	
ACTION STEPS	ROLE/OWNER
Develop community engagement plan for Ascension Standish 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 Arenac 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 Standish Hospital	<ul style="list-style-type: none"> • Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> • Co-Owner: Advocacy, Community Benefit • Collaborator: Hospital Leadership, Foundation, MarComm
Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address chronic disease-focused needs within Arenac 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 chronic disease-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: HEALTHY BEHAVIORS	
Strategy 3.1: Provide holistic health education and programs that support Arenac County resident’s physical, mental, emotional, social, intellectual, and spiritual wellbeing	
OBJECTIVE By June 30, 2023 (Year 1), establish a baseline of the number of individuals that participate in holistic health education and programs offered by Ascension Standish Hospital, and increase the number of individuals participating by 10% by June 30, 2025 (Year 3).	
OUTPUT(S) AND/OR OUTCOME(S) <ul style="list-style-type: none"> • Baseline: Number of individuals that participate to be determined in Year 1 (FY2023 - goal: 150) • Target: Increase the number of individuals that participate by 10% by Year 3 (FY2025 - goal: 165) • Data Owner/Source: Ascension Standish Hospital’s program records 	
TARGET POPULATION <ul style="list-style-type: none"> • Target Population: Residents in Arenac County, with emphasis on youth and senior citizens • Medically Underserved Population: Uninsured and Under-insured, those limited by geographic location and/or socioeconomic status 	
COLLABORATORS AND RESOURCES <ul style="list-style-type: none"> • Ascension hospital: Ascension Standish Hospital (lead planning and implementation of programs, 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
Identify holistic health education and programs (including support groups) available to residents in Arenac County, with focus on those offered for youth and senior citizens, and evaluate opportunities for Ascension Standish Hospital address gaps	<ul style="list-style-type: none"> • Co-Leads: Community Outreach Manager • Collaborators: Mission Team members
Plan holistic health education and programs to be offered by Ascension Standish Hospital, including identification of subject matter experts and available hospital resources	<ul style="list-style-type: none"> • Co-Leads: Community Outreach Manager • Collaborators: subject matter experts as identified, Mission Team members
Provide holistic health education and programs	<ul style="list-style-type: none"> • Co-Leads: Community Outreach Manager • Collaborators: subject matter experts as identified
Implement a quarterly holistic health education and programs report to distribute to hospital leadership, applicable departments, and Mission Team	<ul style="list-style-type: none"> • Lead: Community Outreach Manager
ANTICIPATED IMPACT	
The anticipated impact of these action steps is to improve the holistic well-being for residents in Arenac County.	

PRIORITIZED NEED 3: HEALTHY BEHAVIORS

Strategy 3.2: Increase involvement in and support of community health activities to address healthy behavior needs

OBJECTIVE

By June 30, 2025, Ascension Standish Hospital will have increased its impact and engagement in community-based forums and coalitions to promote healthy behaviors support and resources available to Arenac 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 Standish Hospital by Year 3
- **Data Source/Owner:** Ascension Standish Hospital program records

TARGET POPULATION

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

COLLABORATORS AND RESOURCES

- **Ascension hospital(s):** Ascension Standish 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 Standish 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 healthy behaviors 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 Arenac 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 Standish Hospital	<ul style="list-style-type: none"> ● Lead: Identified hospital leaders and associates
Make publicly available a Program Proposal form, through which community organizations can request financial support	<ul style="list-style-type: none"> ● Co-Owner: Advocacy, Community Benefit ● Collaborator: Hospital Leadership, Foundation, MarComm



Receive, review, and make determination on requests from community organizations who seek support for a financial partnership to address healthy behaviors-focused needs within Arenac 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 healthy behaviors-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.	



Needs That Will Not Be Addressed

Child Health and Development, Education, and Income were not selected by Ascension Standish 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 Standish 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 Standish 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 Standish Hospital will develop a comprehensive measurement and evaluation process for the implementation strategy. The 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. Ascension Standish 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 Standish 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 Standish 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 Standish 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 Standish 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 Standish 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 Standish Hospital is dedicated to serving patients with compassionate care and medical excellence, making a difference in every life we touch.