

GENESYS

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MEDICAL CENTER

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FLINT



Community Health Needs Assessment Report 2016

Community Health Needs Assessment Subgroup
Collaborative activity of the Greater Flint Health Coalition in partnership with
Genesys Health System, Hurley Medical Center, and McLaren Flint



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EXECUTIVE SUMMARY

Background

The residents of Genesee County, Michigan and its urban core, the city of Flint, are served by three local hospital systems: Genesys Health System, Hurley Medical Center, and McLaren Flint. These separate hospital systems have come together in partnership with the Greater Flint Health Coalition and a collection of multi-sector and community stakeholders to complete a joint Community Health Needs Assessment (CHNA) for the Flint / Genesee County area.

Information regarding Flint / Genesee County's most important health needs and issues, as well as their prioritization, are based upon information provided by residents, health care consumers, community leaders, health care professionals, and multi-sector representatives who were interviewed, participated in meetings of the Greater Flint Health Coalition's network of community organizations and partners, or responded to a community-wide survey of individuals who live and/or work in Genesee County. These findings are also informed by the Greater Flint Health Coalition's comprehensive Community Data Scorecard, a collection of over 400 metrics designed to measure health status and chronic disease priorities, social and economic factors impacting residents, and healthcare delivery system access and utilization trends experienced in the region.

Identification and Prioritization of Needs

The joint community health needs assessment conducted by this collaboration of three local hospital systems and the Greater Flint Health Coalition identified ten health needs for the Flint / Genesee County community based on the size and severity of the issues and the direction data measures were trending. The identified health needs were prioritized based upon potential long term health outcomes, ability of local health care systems to have an impact on addressing the need, current priorities and programs, and effectiveness of existing programs. Priority health needs for the Flint / Genesee County community include:

1. Access to Clean & Safe Drinking Water
2. Infant / Child Health & Development
3. Obesity / Overweight / Healthy Lifestyles
4. Effective Care Delivery for an Aging Population
5. Mental Health
6. Substance Use
7. Education & Employment
8. Food Insecurity
9. Health Care Access
10. Community Safety

Implementation Plan Development

The three local hospital systems, Genesys Health System, Hurley Medical Center, and McLaren Flint are convening their leadership to develop implementation plans to address identified priority health needs. As part of each hospital's implementation plan, they will continue to collaborate with the Greater Flint Health Coalition to align implementation plan activities where possible to leverage existing programs, avoid duplication, and maximize available resources through combined community benefit investment. These collective implementation plans will form the basis of a shared Community Health Improvement Plan to be implemented in collaboration with the Greater Flint Health Coalition.

I. INTRODUCTION

Community Health Needs Assessment Population

For the purpose of this CHNA, Genesys Health System, Hurley Medical Center, and McLaren Flint defined their joint service area and population as Genesee County, Michigan. This is the same population served by the Greater Flint Health Coalition. Genesee County includes the city of Flint and encompasses the following zip codes: 48502, 48503, 48504, 48505, 48506, 48507, 48532, 48509, 48519, 48529, 48420, 48423, 48430, 48433, 48436, 48438, 48439, 48449, 48451, 48457, 48458, 48463, 48473.

Flint / Genesee County Demographics

Located 70 miles north of Detroit, Genesee County, which includes its major urban core the city of Flint, was at one time the national epicenter of automotive forethought and production. As the birthplace of General Motors (GM) in 1908 and home to the United Auto Workers' (UAW) famous Sit-Down Strike of 1936-37, Flint / Genesee County helped define the American auto industry. By the late 1970's, GM employed more than 80,000 workers in the county. Impacted by national deindustrialization in the 1980s and thereafter, a period of disinvestment, depopulation, and urban decay would follow as the automotive industry declined rapidly. By 2010, less than 8,000 GM jobs remain, approximately 10% of what once defined the community's manufacturing and economic base.

Today, Flint / Genesee County remains a "community in recovery" due to this historical economic shift, having experienced significant unemployment and population declines coupled with overwhelmingly poor measures for both health factors and health outcomes. Genesee County's current population of 412,895 includes a racial composition of 74.5% White, 20.7% African-American, and 3.0% Hispanic/Latino. From 2008 to 2013, the county's population has decreased by over 20,000 residents. While nearly 200,000 people once lived within the city of Flint during its peak in the 1960s and 1970s, today only 99,002 residents remain, a majority being African-American (56.6%). Outmigration has left Flint / Genesee County with urban decay and neighborhood blight (35% of all properties are abandoned, vacant homes have increased 74% in the county from 2000-2008), decreased home values (average home values have dropped 56% from \$129,300 in 2007 to \$82,800 in 2013), and falling tax revenues (\$19.2 million loss from 2006-2011). Flint's population decline below 100,000 residents will impact its future eligibility to apply for some federal grants.

These developments have fueled consistently high unemployment rates (currently at 9.7%) and growing generational poverty. The poverty rate in Flint / Genesee County (41.1% and 21.7%, respectively) is much higher than state (17.0%) and national (15.8%) rates. Median household income for 2010-2014 for the city of Flint was \$24,679; Genesee County \$41,879; the state of Michigan \$49,087 and the United States \$53,482. The percent of households receiving public assistance income was much higher in Flint and Genesee County (11.67% and 5.78% respectively) than the state (3.69%) and nation (2.82%). Uncompensated care costs for the three local Genesee County hospitals have risen 78% from 2006 to 2013 (from \$78.9 million to \$140.1 million).

All demographic, social, and economic impact factors are higher among residents within the city of Flint, where higher rates of poverty are associated with poorer educational outcomes, income levels, employment levels, crime/incarceration, and lack of health insurance. Residents who are low-income, minority, or uninsured are disproportionately impacted by environmental issues such as pollution, crime, property abandonment, lack of areas to exercise outdoors, and lack of

access to healthy foods. Overall average life expectancy for Genesee County has increased 1.8 years from 2000 to 2013. However, significant disparities exist in life expectancy across the community. Zip codes within the city of Flint have shorter life expectancy while out county areas have better outcomes. The disparity between zip codes has risen from 12.5 years in 2000-2002 to 14.8 years in 2011-2013.

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Genesee County ranks 82nd out of 83 Michigan counties for overall health outcomes in the most recent Robert Wood Johnson Foundation *County Health Rankings* report, including 77th in health behaviors, 79th in physical environment, and 79th in social/economic factors. The age – adjusted death rates for heart disease, stroke, diabetes mellitus, and kidney disease are higher in the county than statewide. While health status indicates poor overall population health, data for minority, low income, and uninsured populations indicate these populations are experiencing worse health outcomes when compared to the population as a whole. Specifically, this relates to life expectancy, sexually transmitted diseases, obesity, heart disease, and birth weight. African Americans are experiencing significant health disparities compared to the total population (e.g. African American death rate for heart disease is 272.4 compared to the state's overall rate of 199.9, for stroke 69.4 compared to 37.7, and for diabetes mellitus 63.4 compared to 23.6). Racial disparities are profound in all Years of Potential Life Lost (TPLL) categories reviewed in the assessment.

Organizations Completing the CHNA

Three area hospital systems serve the Flint / Genesee County population: Genesys Health System, Hurley Medical Center, and McLaren Flint. These three hospital systems are founding members of the Greater Flint Health Coalition.

Genesys Health System

Genesys Health System is a group of affiliated medical campuses, outpatient centers, primary care locations and ancillary health care organizations with a mission and history of improving our community's health for over 90 years. As a leading health care provider in Mid-Michigan, Genesys is anchored by a 21st century, 400 bed inpatient facility - Genesys Regional Medical Center at Health Park –built both clinically and architecturally around a patient-centered care philosophy with over 21,000 patient discharges in 2015. A member of Ascension, the largest non-profit health system in the U.S. and the world's largest Catholic health system, Genesys is dedicated to healthcare transformation by providing the highest quality care to all, with special attention to those who are poor and vulnerable. In 2015, Genesys delivered over \$34 Million in care of persons who are poor and in community benefit. The Genesys regionally integrated health care delivery system is comprised of a complete continuum of care servicing Genesee, Shiawassee, Lapeer, Oakland, Livingston and Tuscola counties. Over 150 family practice physicians in the Genesys network serve as health advocates through the provision of primary “medical home” care. Committed to the medical, economic and spiritual vitality of the region, Genesys is one of the area's largest employers with over 3,500 employees who contribute to the regional healthcare economy within a population health model of care to improve health outcomes, enhance the patient and provider experience of care, and lower healthcare costs.

Genesys Health System's mission statement is "Rooted in our heritage as a ministry of Jesus, we create hope through healing." Genesys Health System's mission represents the highest purpose of Genesys as articulated from the collective thoughts and beliefs of our staff, leaders, physicians and community members. Deeply rooted within our statement is a reverence for our heritage and Values. Clearly, our purpose at Genesys stems from a Mission of care that spans four centuries from our founding women religious, through our membership in Ascension Health and within the sacred work we carry forward each and every day. In the tradition of our founders and Jesus, our ministry advocates for a compassionate and just society – one in which we are committed to embracing and serving all people with special attention to the poor and vulnerable. Ultimately, it is our heritage, our commitment and our position as a leading and innovative provider of spiritually-centered, holistic care that allows Genesys to create hope by sustaining and improving the health of the individuals and communities we serve.

Genesys Health System's vision statement is: "Genesys will be recognized as the premier, values-based healthcare system in the region by focusing on the needs of people in their pursuit of health and well being." Genesys Health System's values are:

- Service of the Poor: Generosity of spirit, especially for persons most in need.
- Reverence: Respect and compassion for the dignity and diversity of life.
- Integrity: Inspiring trust through personal leadership.
- Wisdom: Integrating excellence and stewardship.
- Creativity: Courageous Innovation.
- Dedication: Affirming the hope and joy of our ministry.

Hurley Medical Center

Hurley Medical Center is a 443-bed premier public teaching hospital recognized as a regional resource for advanced specialized health care. From helping to bring new life into our world, to employing cutting edge technology to save lives, Hurley has been helping patients and their families for over a century. As the region's only Level I Trauma Center and Pediatric Level II Trauma Center (Genesee, Lapeer and Shiawassee Counties), Hurley provides the highest level of critical care, while also serving as the region's only burn center, Level III NICU, pediatric intensive care unit and premier Bariatric and Hernia Centers of Excellence.

To live up to its mission: "Clinical Excellence. Service to People," Hurley offers a wide variety of hospital and health services. From mid Michigan's most comprehensive health care offerings for children, to specialized critical care centers, Hurley has the dedicated professionals, advanced technology and convenient facilities to meet the complex health needs of our region.

Hurley is a recognized leader in clinical care and education, maintaining academic affiliations with Michigan State University, the University of Michigan-Ann Arbor, the University of Michigan-Flint, Mott Community College, Henry Ford Health System and Children's Hospital of Michigan DMC. Founded in 1908, Hurley provides patient care for more than 100,000 people annually, and is one of the area's largest employers, actively involved in collaborative efforts to enhance the quality of life in our community.

Hurley Medical Center's vision to "transform the health of our community and residents" encompasses many facets of health, wellness and disease prevention, for patients of all ages.

We take our role as the public safety net hospital very seriously and feel privileged to be a trusted entity for health care resources. At Hurley, we routinely reach outside our walls and into our surrounding neighborhoods, participating in health fairs, expos, and community fundraisers.

Our doctors and nurses visit schools, shelters, places of worship, community groups, libraries and professional organizations. Our Wellness staff continuously provides outreach, education and screenings to assist in transforming the health of many. At Hurley, we are here for you.

Hurley Medical Center will continue our dedication to increasing corporate and community wellness programs and partnerships, aimed at improving the health status of our community. Our Community Wellness Navigator provides a truly vital link between our community and Hurley's health and wellness resources, designed to decrease health risks and improve disease management. For more information on Hurley Wellness Services, call 844-WELL4ME.

At Hurley, "Clinical Excellence, Service to People" isn't just a mission statement. It's a way of life.

McLaren Flint

McLaren Flint is a 404-bed tertiary teaching facility located in Flint, Michigan, serving the medical needs of residents in greater Genesee County and the mideastern part of Michigan. McLaren Flint is affiliated with Michigan State University College of Human Medicine in its medical residency programs including family practice, internal medicine, general surgery, orthopedic surgery and radiology. McLaren Flint also maintains vascular surgery and health psychology fellowship programs in partnership with Michigan State University. McLaren Flint holds the following designations: Blue Distinction Center+ for Cardiac Care by Blue Cross Blue Shield of Michigan (BCBSM); Blue Distinction Center+ for Hip and Knee Replacement; Blue Distinction Center+ for Spine Surgery; Primary Stroke Center by the Joint Commission; and Bariatric Surgery Center of Excellence by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program. The Karmanos Cancer Institute at McLaren Flint is the most awarded cancer program in the region, with accreditations from the American College of Surgeons Commission on Cancer, American College of Radiology Radiation Oncology Practice, Quality Oncology Practice Initiative - American Society of Clinical Oncology, and National Accreditation Program for Breast Centers. McLaren Flint annually provides more than \$40 million in community benefit programs, including more than \$30 million in free and uncompensated care to people unable to pay for services.

These three local competing hospitals have partnered together in a collaboration with the Greater Flint Health Coalition to complete a joint Community Health Needs Assessment for the Flint / Genesee County community.

Greater Flint Health Coalition

Established in 1996 as Flint and Genesee County's neutral convener for health status improvement and health care based collaborations, the power of partnership lies at the heart of the Greater Flint Health Coalition (GFHC). Today, the GFHC exists as a broad cross-sector collaboration between Flint and Genesee County's leadership in public health, physicians, hospitals, health insurers, safety-net providers, business, education, community-based organizations, government, policymakers, foundations, labor, media, and committed citizens.

With 20 years as the community's neutral convener and backbone support organization to community, public health, and health care stakeholders, the GFHC's diverse network of collaborators work together to achieve true collective impact to improve the health status of Flint and Genesee County residents by establishing a common health agenda, shared measurement systems, mutually reinforcing health activities, and continuous communication amongst all who are concerned about the well-being of our community and its residents.

The GFHC's mission is to improve the health status of our residents and to improve the quality and cost effectiveness of the health care system in our community. Guided by its vision for a healthy Flint and Genesee County community practicing healthy lifestyles with access to the best and most cost effective health and medical care and core values of consensus, collaboration, fairness, integrity, continuous improvement, innovation, and public participation, the GFHC has committed its efforts on several strategic focus areas:

- Health Improvement (includes health behaviors and obesity)
- Access & Environment
- Quality & Innovation
- Cost & Resource Planning
- Sector Workforce Development
- Racial Disparities and Health Equity

Efforts of the GFHC recognize that health status is determined by many factors. To be a healthy community, individuals, organizations, and institutions must collaborate at all levels and across all sectors.

II. CHNA INFRASTRUCTURE AND PARTNERSHIPS

Partners

Through the GFHC's established Community Data Scorecard process, the CHNA includes input and data from people and organizations throughout the community representing the broad interests of Genesee County. The CHNA includes input from persons with expertise in public health, government, community leaders, representatives, and members of the medically underserved, low income and minority populations. The following list represents the CHNA participating organizations (in alphabetical order):

- Blue Cross Blue Shield of Michigan
- Blue Care Network
- City of Flint
- General Motors/United Automobile Workers
- Genesee Health System (formally Genesee County Community Mental Health)
- Genesee County Department of Health and Human Services
- Genesee County Health Department
- Genesee County Medical Society
- Genesee County Osteopathic Society
- Genesee Health Plan
- Genesee Intermediate School District
- Genesys Health System
- Greater Flint Health Coalition
- Hamilton Community Health Network
- HealthPlus of Michigan
- Hurley Medical Center
- McLaren Flint
- McLaren Health Plan
- Mott Children's Health Center
- The GFHC's Community Network, reaching a group of approximately 100 community-based organizations and residents (representing all community demographics), convened to discuss and disseminate health-focused community data, resources, and programs

The principal partners in completing this Community Health Needs Assessment included the Greater Flint Health Coalition, Genesys Health System, Hurley Medical Center, and McLaren Flint, who worked together through the GFHC's Community Data Scorecard process to collect data and input from the participating organizations and data sources listed on the following page. These principal partners represent existing health care facilities and resources within the community that are available to respond to the health needs of the community as they include Genesee County's three major health system facilities (Genesys Health System, Hurley Medical Center, and McLaren Flint) and the Greater Flint Health Coalition, a neutral, non-profit health/healthcare coalition whose membership includes multi-sector participation from additional health care facilities and resources in the community including (but not limited to) Genesee County's local health department, federally qualified health centers, safety-net healthcare providers for mental health and children, physician organizations, and health insurers.

III. DATA COLLECTION & ANALYSIS

Data Sources

Data is collected and shared through the GFHC. The following list represents the CHNA data sources:

Publically available data from:

- Centers for Disease Control and Prevention
 - American Community Survey
 - Behavioral Risk Factor Surveillance System (BRFSS)
 - National Center for Chronic Disease Prevention and Promotion
 - National Vital Statistics System
- Health Resources and Services Administration
- Michigan Department of Health and Human Services (state public health department)
- United States Census Bureau
- United States Department of Agriculture
- United States Department of Education
- United States Department of Justice
- United States Department of Labor
- Michigan Health & Hospitals Association
- National Center for Education Statistics
- University of Wisconsin Population Health Institute, County Health Rankings Report
- Annie E. Casey Foundation, Kids Count Data Book
- Feeding America

The CHNA leveraged and utilized the GFHC's existing Community Data Scorecard, which is a collaborative data collection project completed annually by the GFHC and its community and institutional partners that consists of public and private data shared and analyzed by local hospitals, insurers, physicians, government agencies, health department, school systems, businesses, and residents.

The GFHC's Community Data Scorecard utilizes multiple types of research to complete data collection, including: 1) quantitative data, both public and private is provided by the sources listed below; 2) literature reviews are completed to identify State and National benchmarks that relate to the indicators/metrics measured through the quantitative data sources, and 3) qualitative data provided through a community health needs assessment survey which was distributed by the GFHC and its partner hospitals (Genesys Health System, Hurley Medical Center, and McLaren Flint) to patients visiting clinical delivery sites as well as employees. The survey was also shared via local public media channels. The CHNA's utilization of multiple types of research allowed for data collection across a broad range of indicators relating to overall population health, social determinants of health including geographic/location differences in health outcomes, and the needs of disadvantaged populations including uninsured persons, low-income persons, and minority groups within the Genesee County community.

Indicators and Data Measures

CHNA includes a significant amount of data collection indicators across multiple categories relating to health and health factors. The Community Data Scorecard/CHNA included trend data

for a total of over 400 different indicators. Note that the measures below are only a summary of the total data reviewed.

Summary of Measures Collected:

- Population, Socio-economic, and Economic Status
 - *Age, poverty, unemployment, school enrollment, home values, violent crime rates, Medicaid & Medicare recipients, educational attainment rates*
- Health Care Economic Impact
 - *Total economic impact of healthcare sector; includes direct & indirect jobs*
- Hospitals Scorecard Indicators
 - *Inpatient discharges, inpatient days, ED utilization, observation stays, uncompensated care costs, Disproportionate Share (DSH) funding, Graduate Medical education (GME) funding*
- Physician/Provider Scorecard Indicators
 - *Rate of primary care physicians and specialists per resident, physician age, total physicians, number of nurse practitioners, physician assistants, and psychiatrists*
- Safety-net Provider Indicators (e.g. federally qualified health centers, privately endowed health centers, community mental health organizations)
 - *Patient visits, utilization, and some financial indicators*
- Genesee County Health Department Indicators
 - *Services provided and financial health*
- Genesee Health Plan Scorecard Indicators
 - *Membership and utilization*
- Commercial Insurers Scorecard Indicators
 - *Membership and utilization rates for inpatient discharges and days, office visits, outpatient surgery, and other services; number of births to Genesee County residents; service out-migration by services and specialty type*
- UAW Scorecard Indicators
 - *Membership totals*
- County Health Status Measures
 - *Prevalence and mortality rates for various health indicators including obesity, heart disease, diabetes, smoking, asthma, binge drinking, infant mortality, number of live births, sexually transmitted diseases, and the Centers for Disease Control and Prevention's Behavioral Risk Factor Surveillance System (BRFSS)*
- Child and Birth Measures
 - *Indicators, measures, and rankings of health outcomes and health factors for Genesee County children; rankings in comparison to 82 Michigan Counties are also included*

- County Health Rankings
 - *Rankings of Genesee County's health outcomes and health factors in comparison to 83 Michigan Counties; Zip code mortality data*
- Collective Impact Measures
 - *Measures and indicators corresponding with the Greater Flint Health Coalition focus areas, goals and strategies, and measureable collective impact metrics*
- Health Happens Here
 - *Life expectancy and related data measures for each Genesee County zip code, trended over a multi-year period*
- Community Health Needs Assessment Survey
 - *A multiple choice and written 12 question survey administered to individuals who live and work in Genesee County inquiring about the most important socioeconomic, environmental, and quality of life factors; health problems; and risky behaviors that affect the health of the community. The 728 respondents represented every zip code in Genesee County and distribution efforts were made to include members of the medically underserved, low-income, and minority populations served.*

Based on the inclusion of the 400+ measures and metrics reviewed in the CHNA and outlined above, there were no significant information gaps that limited the ability of the participating hospital facilities to assess the community's health needs.

Methods and Approach

Following collection of the over 400 metrics within the CHNA, the data was then shared strategically through the Greater Flint Health Coalition's established network of collaborative partners. As noted, the GFHC is a multi-sector coalition recognized in Genesee County as the neutral convener of community and population health initiatives. The GFHC regularly convenes persons and organizations representing the community's cross-sector interests through engagement of leadership representatives from business, education, public health, physicians, hospitals, health insurers, safety-net providers, community-based organizations, residents, policymakers, foundations, labor, and media. This network of collaborative partners is continuously engaged to review and prioritize the health indicators and needs as detailed in the CHNA; specifically, this community involvement was achieved by sharing the CHNA's data metrics with the following entities, as well as requesting additional community health needs input from amongst the following networks:

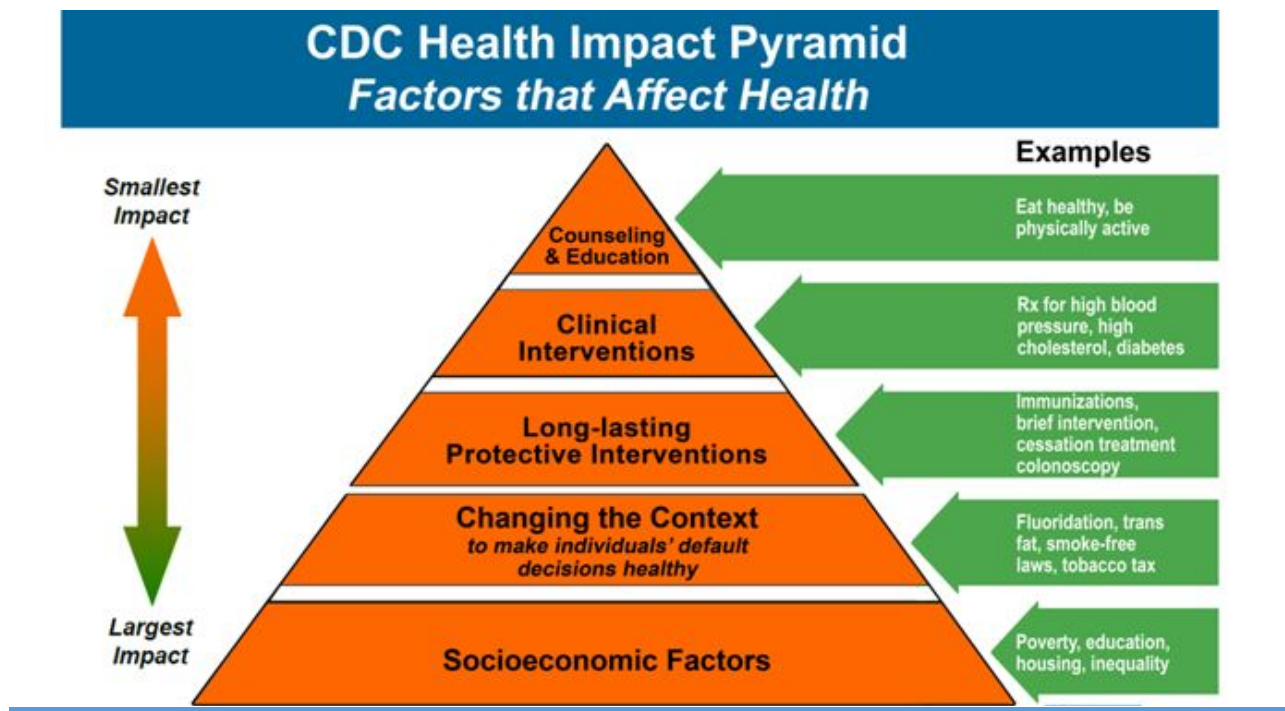
- The GFHC's 35 Member Board of Directors comprised of leadership representatives within the sectors described above
- The GFHC's 18 multi-sector Committees and Task Forces that work on various projects and activities within the GFHC focus areas of Health Improvement, Access and Environment, Quality and Innovation, Cost & Resource Planning, Sector Workforce Development, and Racial Disparities & Health Equity. Collectively, these Committees and Task Forces include 299 members who each have special knowledge in healthcare, public health, and community engagement, as sourced from their cross-sector composition and expertise

- The GFHC’s Community Network, reaching a group of approximately 100 community-based organizations and residents including minority groups, the uninsured, and low-income residents
- Strategic planning representatives from the principal partners in completing the CHNA (Genesys Health System, Hurley Medical Center, and McLaren Flint)
- Local government leaders from the Genesee County Health Department and the City of Flint
- Local health foundations that prioritize funding decisions
- Additional community and membership groups in the city of Flint and Genesee County community

In total, the CHNA process included the engagement of over 500 persons in the community who represent the community served including experts in public health, healthcare, or community engagement as well as community residents. Furthermore, the assessment process also included a community health needs assessment survey with 728 local residents responding. Respondents defined a geographic cross section of the community with every zip code represented. To solicit and take into account input from members of medically underserved, low-income, and minority populations served by the three hospital systems, the survey was distributed to patients visiting each hospital system’s primary care residency programs and emergency departments. In total this CHNA has included the involvement of approximately 1,128 representatives of the community served – Flint / Genesee County.

Through this significant engagement of the community served, all individuals involved in this CHNA were granted the opportunity to provide input relative to the health needs and assessment priorities for the Flint / Genesee County community. These health needs and assessment priorities are identified on the following pages, reflecting this broad, cross-sector community input.

Factors that Affect Health



IV. COMMUNITY HEALTH NEEDS IDENTIFIED & ASSESSMENT PRIORITIES

Following its partner-based data collection and review process, leaders from the GFHC convened to identify and prioritize Flint / Genesee County health needs. The GFHC's Data Review Subcommittee first reviewed all data measures and identified those that were priority areas based upon the context of the size and severity of the issue and direction it was trending. The data and identified priority areas were presented to the GFHC's Cost & Resource Planning Committee (composed of top level GFHC leadership including all three hospital chief executive officers) for further discussion and grouping of priority areas based upon similarity of characteristics suggesting a relationship. For example, child poverty, infant mortality, and teen births were all grouped under the topic of infant / child development. Obesity / overweight included measures or priority areas regarding health behaviors (physical activity, healthy eating, smoking) as well as diabetes. As a result, a consolidated list of priority health needs emerged.

The hospitals and GFHC leadership convened an ad-hoc Community Health Needs Assessment Workgroup to further vet and prioritize the needs using additional criteria:

- The hospital systems' ability to have an impact
- Alignment with GFHC multi-sector efforts focusing on the same service area, population, and priorities
- Current hospital and GFHC community priorities and programs
- Effectiveness of existing programs
- How the GFHC and its partners responded to these needs in the past

Based upon the process and criteria described, the priority health needs for Genesys Health System, Hurley Medical Center, McLaren Flint, and the greater Flint / Genesee County region are as follows:

1. Access to Clean & Safe Drinking Water

Flint, Genesee County's urban core, has had its drinking water contaminated with lead and other toxins. On April 25, 2014, the city switched its water supply from the Detroit system to the Flint River. The switch was made as a cost-savings measure for the struggling city under the direction of a state-appointed emergency manager. Shortly after the switch residents began complaining about the water's color, taste, and odor, reporting rashes and bacteria concerns, and questioning the water's safety.

The Michigan Department of Environmental Quality discounted concerns about the Flint water supply even after numerous boil water advisories due to findings of coliform bacteria in tap water, elevated levels of cancer causing trihalomethanes, and a General Motors plant in Flint ceasing utilization of municipal water, saying it had corroded machinery. In early 2015, a worried homeowner had her tap water tested at 104 parts per billion (ppb) of lead and a subsequent test at 397 ppb of lead, well above the 15 ppb of lead triggering Environmental Protection Agency (EPA) action. Public health scientists state that there is no safe level of lead in water. Further testing confirmed additional homes with high lead levels in tap water.

Research led by a Flint pediatrician at Hurley Medical Center and released in September 2015 by a group of leaders that included Hurley Medical Center, Mott Children's Health Center, Greater Flint Health Coalition, and Genesee County Medical Society found the incidence of elevated blood lead levels in children residing in the city of Flint increased from 2.4% to 4.9% after the water source change. Flint neighborhoods with the highest lead levels experienced a 6.6% increase while no significant change was seen in children residing outside the city. It

wasn't until October 1, 2015 that government officials instructed Flint residents to stop drinking the water and January 5, 2016 for Michigan's governor to declare a state of emergency. As of the completion of this CHNA (April 2016), the water in Flint remains unsafe to drink.

The true magnitude of residents' exposure to lead in the water will never be known since lead has a half-life in blood of only 28 days (approximated) and the interval between warnings not to drink the water and calls for lead testing was greater. Lead is a potent neurotoxin, and childhood lead poisoning has an impact on many developmental and biological processes, most notably intelligence, behavior, and overall life achievement. Lead in drinking water disproportionately affects developmentally vulnerable children and pregnant mothers. Studies have shown that children can absorb 40% to 50% of an oral dose of water-soluble lead compared with 3% to 10% for adults. Further research has demonstrated that for every 1-ppb increase in water lead, blood lead increases 35% in children aged 1 to 5 years.

In addition to lead, concern exists regarding the possible connection between Flint's water supply and increased incidence of Legionnaires' disease in the community. There were 91 confirmed cases of the disease in Genesee County during a 17-month period in 2014 and 2015 in comparison to 6 to 13 cases typically confirmed annually in previous years. To date, 12 legionella-associated deaths have been confirmed during the outbreak; 5 of the deaths occurred from June 2014 through March 2015 and 7 deaths during a second illness spike from May 2015 to October 2015.

Evaluation of the events and activities surrounding the Flint water crisis show that staffing challenges may have hampered the local health department's response to the crisis. Funding for the Genesee County Health Department has decreased by approximately 50% since 2007. The health department's lack of resources compared to five years ago has had negative, wide-ranging impacts on its readiness capacity as demonstrated by the Flint water crisis.

With the water supply still unsafe to drink, water is the number one priority. When asked in the community health needs assessment survey "what do you think are the three most important environmental factors that affect health in our community?" 86.95% of respondents choose clean and safe drinking water from the list of available options. When queried "If you were asked by the mayor, governor, or president what the top health concerns Flint & Genesee County should focus on in the next three years, what would your top priority activities be?" 72.3% of all respondents indicated clean or safe water well above any other response.

2. Infant / Child Health & Development

According to the Annie E. Casey Foundation's *Kids Count Data Book*, Genesee County ranks 79th out of 81 Michigan counties for trends in Child Health & Well-being.

Impoverished children are at significantly higher risk for poor health outcomes and poor educational outcomes over the life course. The Flint / Genesee County communities have higher child poverty rates than the state or nation as a whole.

Measure	Flint	Genesee County	Michigan	United States
Percentage of population under age 18 ¹	26.36%	24.15%	23.00%	23.49%
Children below 100% federal poverty level ¹	62.39%	32.13%	23.71%	21.9%
Children below 200% federal poverty level ¹	84.12%	53.65%	45.06%	44.21%
Children insured by Medicaid ²	~90%	49.79%	39.42%	37.11%

Data Source: ¹US Census Bureau, American Community Survey. 2010-14.

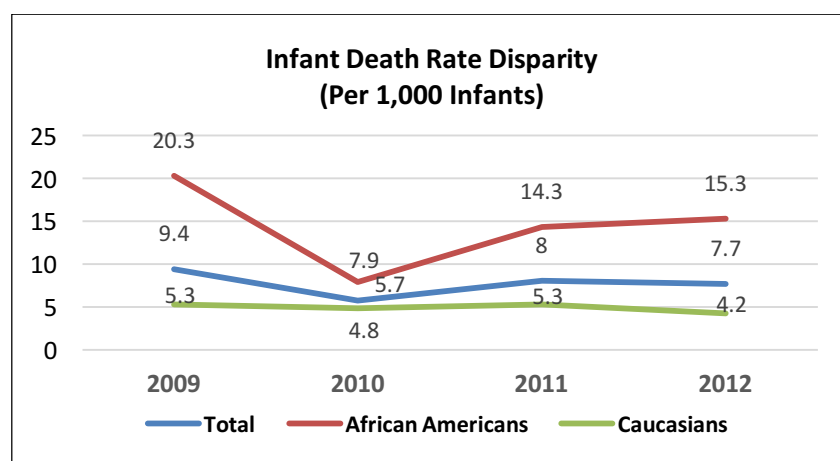
Although births to teens and the teen birth rate have been decreasing in Genesee County, both are still almost 50% higher than Michigan measures. Children born to adolescents face particular challenges—they are more likely to have poorer educational, behavioral, and health outcomes throughout their lives, compared with children born to older parents. Teen parents have unique social, economic, and health needs. Additionally, high rates of teen pregnancy may indicate the prevalence of unsafe sex practices.

Measure	Flint	Genesee County	Michigan	United States
Teen birth rate (per 1,000 population)	NA	44.3	30.8	36.6

Data source: US Department of Health and Human Services, Health Indicators Warehouse. Centers for Disease Control and Prevention, National Vital Statistics System. Accessed via CDC WONDER. 2006-12.

While the physical effects of child abuse/neglect may be temporary, long-term consequences may include: impaired development, academic failure, social and emotional problems, poor relationships, substance abuse and dependency, risky behaviors, and juvenile delinquency. The confirmed number of child abuse/neglect victims (per 1,000 children) is 21.4 for Genesee County compared to 15.6 for Michigan.

In 2010, the Flint / Genesee County community celebrated the success of efforts leading to reductions in infant mortality. Many targeted initiatives went away, and since the community has observed an increase in infant deaths. Despite a decrease in the total infant death rate for 2012, the racial disparity in infant mortality has increased between African Americans and Caucasians. The infant mortality disparity is greater than 3:1 once again.



Data Source: Michigan Department of Health & Human Services.

Low birth weight infants (under 2,500g) are at high risk for health problems. The average costs of care for low birth weight infants (inpatient stays and outpatient care up to 6 months post

discharge) are 2,206% greater than costs for normal weight infants. Low birth weight measures may also highlight the existence of health disparities. Genesee County's percentage of low birth weight babies is higher than both state and national percentages.

Measure	Flint	Genesee County	Michigan	United States
Low weight births, percent of total	NA	10.3%	8.4%	8.2%

Data Source: US Department of Health and Human Services, Health Indicators Warehouse. Centers for Disease Control and Prevention, National Vital Statistics System. Accessed via CDC WONDER. 2006-12.

In 2013 in partnership with the Greater Flint Health Coalition and pediatric provider leaders, the community's largest Medicaid managed care plan analyzed data regarding its Medicaid and commercially insured Genesee County beneficiaries ages 0-18 years to identify trends in the characteristics of access and utilization. The following trends were observed regarding Medicaid insured children compared to their commercially insured counterparts:

- Medicaid insured children have had higher rates of acute care admissions
- Medicaid insured children have had higher rates of acute care length of stays (between 45 – 78 days longer)
- Medicaid insured children have significantly higher rates of emergency department (ED) use for asthma
- Medicaid insured children have had higher rates of “inappropriate” use of the ED
- Medicaid insured children have had higher rates of appropriate ED use
- Medicaid insured children have lower rates of weight assessment and counseling for nutrition and physical activity, as well as lower rates of childhood immunizations
- Medicaid insured children have lower rates of appropriate testing for children with pharyngitis
- Medicaid insured children have lower rates of utilization of well-child visits in the first 15 months of life, while Medicaid insured adolescents have a higher rate of well-care visits
- Medicaid insured children have a slightly lower treatment rates of use of appropriate medication for children with asthma

3. Obesity / Overweight / Healthy Lifestyles

Overall, Genesee County's health behaviors are some of the poorest in the state. As previously noted, Genesee County ranks 77th out of 83 Michigan counties for health behaviors. Community residents lack regular physical activity and healthy eating (dining) practices. Genesee County's obesity rate is significantly higher than state and national averages with the combined obesity and overweight rate being 70.4%.

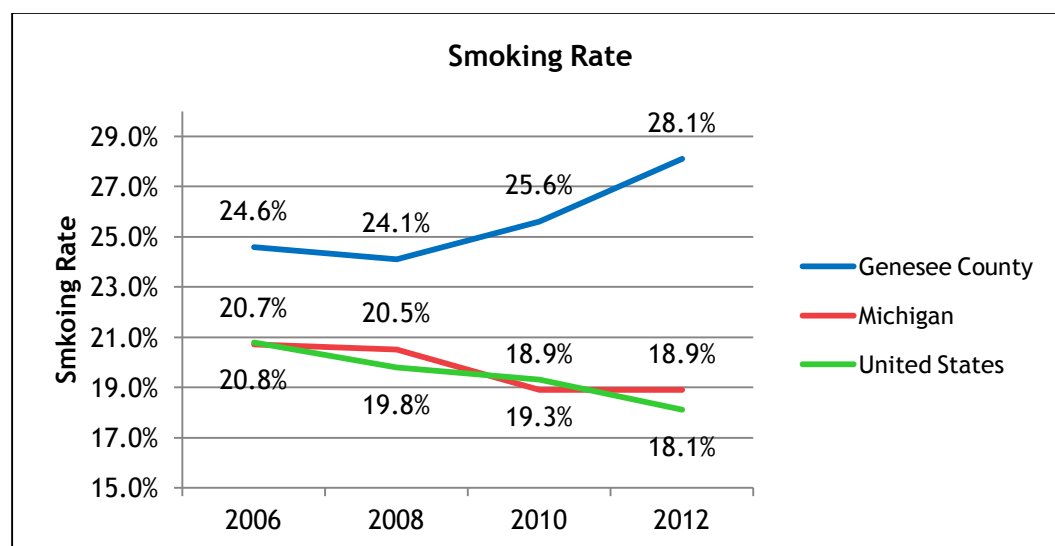
Measure	Flint	Genesee County	Michigan	United States
Percent population with no leisure time physical activity ¹	NA	26.5%	22.3%	22.6%
Percent adults with inadequate fruit/vegetable consumption ²	NA	81.6%	77.8%	75.7%
Percent adults overweight ³	NA	34.7%	34.4%	35.8%
Percent adults obese ⁴	NA	35.7%	31.1%	26.59%

Data Source: ¹Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion. 2012; ²Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System. Accessed via the Health Indicators Warehouse. US Department of Health and Human Services, Health Indicators Warehouse. 2005-09; ³Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System. Additional data analysis by CARES. 2011-12; ⁴Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion. 2012.

Flint / Genesee County's physical environment presents many challenges for residents attempting to incorporate physical activity into their daily routines including neighborhood blight, crime, and limited recreation and fitness facilities. The number of recreation and fitness facility establishments in Flint / Genesee County (5.87, rate per 100,000 population) is lower than those in Michigan (8.3) or the United States (9.7). Safe environments to practice regular physical activity are a major challenge for under-resourced and low-income populations.

Fruit/vegetable consumption is a relevant indicator of healthy eating (dining) practices. Current behaviors are determinants of future health, and unhealthy eating practices may cause significant health issues such as obesity and diabetes.

Genesee County's smoking rate is higher than state and national averages and is trending in the wrong direction. The smoking rate among adults in Genesee County is approximately 49% higher than the state's rate. Smoking is a significant risk factor for poorer health (pulmonary, cardiac, etc.) and higher costs. There are minimal smoking cessation resources in Genesee County. Those that exist are underutilized.



Data Source: CDC Behavioral Risk Factor Surveillance System (BRFSS).

Poor health behaviors are associated with high rates of chronic diseases and conditions like diabetes mellitus, high cholesterol, and heart disease. The prevalence of diabetes mellitus continues to rise for both adults and children in Genesee County. Genesee County's diabetes prevalence is higher than state and national averages. Diabetes is a significant health status indicator and high cost disease.

Measure	Flint	Genesee County	Michigan	United States
Population with diagnosed diabetes (age-adjusted rate) ¹	NA	11.6%	9.48%	9.11%
Percent adults with high cholesterol ²	NA	42.41%	41.88%	38.52%
Percent adults with heart disease ²	NA	6.6%	5%	4.4%

Data Source: ¹Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion. 2012. Source geography: County; ²Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System. Additional data analysis by CARES. 2011-12;

4. Effective Care Delivery for an Aging Population

Genesee County's population is aging. The median age of the population has increased 13.71% in the past 13 years, with individuals aged 55 years and older representing a disproportionately high amount of the total population. The percentage of residents 65 years and older has increased 31.03% during the same time period from 11.6% in 2000 to 15.2% in 2013. Older residents as a population have an increased need for social supports and health care services.

Local data and studies indicate that Flint / Genesee County residents are commonly not prepared for health care decision-making at the end of life. The GFHC's Advance Care Planning Project, a collaborative effort that includes all three Genesee County hospital systems, Greater Flint Health Coalition, Genesee County Medical Society, Genesee County Osteopathic Society, and United Automobile Workers Retiree Medical Benefits Trust, conducted a baseline study that examined whether or not individuals dying in a Genesee County hospital had an advance directive in their medical record. A review of medical records from a six-month period in 2012 were examined and demonstrated that only 28% of patients dying in the hospital had an advance directive document in their medical record. For comparison, in the benchmark community of La Crosse, Wisconsin, 96% of community residents have an advance directive in place. The research study did not examine if the advance directive was valid, contained usable information for medical decision-making, or if it was adhered to.

5. Mental Health

The total number of individuals served by the local community mental health agency has increased 56% from 2007 to 2013, with total encounters also increasing during the same time period. Recent regionalization and funding changes to community mental health organizations statewide has placed limits on who may be served. Residents not covered by Medicaid are now referred to behavioral health providers who charge a sliding fee, resulting in waiting lists that did not exist before. Demand is increasing due to community-wide trauma experienced in the Flint Water Crisis described in the section pertaining to the first priority health need.

Mental health is a concern of the community. Respondents to the community health needs assessment survey indicated mental health problems were one of the top three most important "health problems" in our community with 36.13% of respondents, representing every Genesee County zip code, selecting this concern.

Relevant mental health indicators for which data is available include: depression, suicide, and lack of social and emotional support. Flint and Genesee County residents covered by Medicare have a slightly higher incidence of diagnosed depression than the national average. Depression is often overlooked in treating chronic disease even though it may have a great impact on health behaviors and health outcomes. Suicide rates for the county are slightly higher than state and national averages. Genesee County residents report having less adequate social and emotional supports than their state and national counterparts. Social and emotional support is critical for navigating the challenges of daily life, as well as for good mental health.

Measure	Flint	Genesee County	Michigan	United States
Percentage Medicare population with depression ¹	17.93%	17.9%	17.1%	15.4%
Suicide (age-adjusted death rate per 100,000 population) ²	NA	12.8	12.3	12.3
Percent of population without adequate social & emotional support (age-adjusted) ³	NA	23.7%	19.6%	20.7%

Data Source: ¹Centers for Medicare and Medicaid Services. 2012; ²Centers for Disease Control and Prevention, National Vital Statistics System. Accessed via CDC WONDER. 2009-13; ³Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System. Accessed via the Health Indicators Warehouse. US Department of Health and Human Services, Health Indicators Warehouse. 2006-12.

6. Substance Use

Substance use is a health behavior that contributes to poor health status. Genesee County residents have identified addictions (alcohol, drugs, tobacco) overwhelmingly as the most important health problem in our community; 71.57% of the 728 respondents to the community health needs assessment survey identified addictions as one of their top three health problems. This far surpassed other commonly identified health problems including obesity (38.46%), mental health (36.13%), and violence (35.44%).

Increasing opiate and heroin use is a nationwide concern. While opioid and heroin related drug deaths in Genesee County have been trending downward, Genesee County's rate of opioid related deaths per 100,000 populations (9.20) is higher than the state's rate (8.49). Opioid admissions (as the primary substance of abuse) to treatment facilities are increasing in Genesee County. The reported percentage of Genesee County treatment admissions with synthetic opiate-involvement rose from 0.3% in 2000 to 18.7% in 2013. Concern exists over the lack of licensed and accredited treatment facilities and limits on the services they may offer within the community.

From 2012-2014, Genesee County's three hospital systems participated in a collaborative statewide SBIRT (Screening, Brief Intervention, Referral to Treatment) research project in partnership with the GFHC's Mental Health and Substance Use Task Force. Medical residency program clinical sites implemented the SBIRT intervention approaching a total of 3,029 patients with 72.6% (2198) participating. Patients were provided a threshold and full screens for alcohol and illicit drug use. The findings offered a glimpse of the usage of alcohol and illicit and prescription drugs in the community indicating: 37% of the population provided a threshold screen required full screening; 19% of the population scored "risky" or higher for alcohol (5%) and/or drug use (16%); and 17% of the population reported cannabis use in the past year. With approximately 1 in 5 residents practicing "risky" or higher behaviors related to alcohol and drug use, it is understandable why addictions are a top community concern to be addressed by healthcare providers.

The environment contributes to the substance use problem. Per capita liquor store density in the county is higher than 90% of Michigan counties. Flint / Genesee County have higher rates of liquor store establishments than other communities across both the state and nation.

Measure	Flint	Genesee County	Michigan	United States
Liquor store establishments (rate per 100,000 population)	19.26	19.26	16.2	10.5

Data Source: US Census Bureau, County Business Patterns. Additional data analysis by CARES. 2013.

7. Education & Employment

Poverty, unemployment, and lack of educational achievement affect access to care and a community's ability to engage in healthy behaviors. Education is one of the strongest predictors of health. Educational attainment is highly correlated with positive health outcomes. Flint's educational attainment rates (high school graduation rates and post secondary educational achievement) fall well below state and national averages. Genesee County as a whole also falls below the state and national metrics.

Measure	Flint	Genesee County	Michigan	United States
High school graduation rate ¹	57.95%	75.6%	81.1%	84.3%
On-time (within 4 years) graduation rate ²	40.94%	71.2%	75.3%	75.5%
Population with no high school diploma ³	17.44%	10.95%	10.73%	13.67%
Population with an associate's level degree or higher ³	18.23%	28.83%	35.18%	37.21%
Bachelor's Degree Attainment (5 year average) ⁴	11.0%	18.9%	25.9%	28.8%

Data Source: ¹US Department of Education, EDData. Accessed via DATA.GOV. Additional data analysis by CARES. 2013-14; ²National Center for Education Statistics, NCES - Common Core of Data. 2008-09; ³US Census Bureau, American Community Survey. 2010-14; ⁴US Census Bureau. 2015.

Community educational concerns begin with elementary education. Poor educational proficiency and outcomes negatively impact child health outcomes and behaviors (and the outcomes and behaviors of affected children throughout their lifetime). Attention to educational proficiency is needed as 29.4% of Genesee County 4th graders are below the state of Michigan's standard in reading, 76.8% of 8th graders are below the state standard in math, and 47.1% of grade 11 and 12 youths do not meet the reading expectation on the Michigan Merit Exam.

In Genesee County up to 10% of adult residents live with low literacy skills. Many are unable to use a bus schedule effectively, calculate change, complete a job application, or read information on a prescription bottle.

Unemployment creates financial instability and barriers to access including insurance coverage, health services, healthy food, and other necessities that contribute to poor health status. Flint / Genesee County's unemployment rates have historically been well above the state and national averages. While the current Flint / Genesee County unemployment rate is more in line with those averages, many newly created jobs in the community do not offer sustainable wages.

Measure	Flint	Genesee County	Michigan	United States
Unemployment rate	9.7	5.4	5.4	5.4

Data Source: Bureau of Labor Statistics. April 2016.

8. Food Insecurity

Food insecurity is the household-level economic and social condition of limited or uncertain access to adequate food. Flint / Genesee County's food insecurity rate, which measures the estimated percentage of the population that experienced food insecurity at some point during the year is higher than state and national averages. A significantly higher number of Flint / Genesee County households receive SNAP (Supplemental Nutrition Assistance Program) and children are eligible for free/reduced price school lunches.

Measure	Flint	Genesee County	Michigan	United States
Food insecurity rate ¹	18.02%	18.02%	16.41%	15.21%
Percent households receiving SNAP benefits ²	43.09%	23.55%	17.08%	12.98%
Children eligible for free/reduced price lunch ³	86.54%	55.37%	48.29%	52.35%

Data Source: ¹Feeding America. 2013; ²US Census Bureau, American Community Survey. 2010-14; ³National Center for Education Statistics, NCES - Common Core of Data. 2013-14.

While 82% of county residents report they do not consume an adequate amount of fruits and vegetables, for those living in Flint's food desert the lack of access prohibits healthy choices. The city of Flint, population 99,002, has only one chain grocery store compared to 54 liquor stores for food access within city limits and only 21% of sampled convenience stores offering fresh produce. Low income residents are disproportionately affected regarding food access. The lack of adequate transportation is one large contributing factor for Flint residents being able to access healthy food.

Measure	Flint	Genesee County	Michigan	United States
Percent low income population with low food access ¹	9.68%	9.41%	6.05%	6.27%
Households with no motor vehicle ²	18.81%	9.11%	7.97%	9.12%

Data Source: ¹US Department of Agriculture, Economic Research Service, USDA - Food Access Research Atlas. 2010; ²US Census Bureau, American Community Survey. 2010-14.

9. Healthcare Access

The lack of health insurance is a primary barrier to healthcare access. Genesee County is fortunate in that only 9.4% of its population is uninsured, a measure lower than state and national rates. However, there are a number of additional factors that cause alarm regarding healthcare access in the community.

The physician population is aging at an alarming rate, with the rate of MDs who are age 55 or older increasing from 28% of total MDs (medical doctors) in 2000 to 45% of total MDs in 2013. MDs ages 54 and younger have decreased from 72% to 56% of all MDs. With an aging physician population, provider shortage is possible in the near future. As a provider shortage occurs, access to care will be decreased.

Commercial health insurance coverage has decreased 30% since 2007, while public health insurance coverage enrollment has risen 18.5% from 2007 to 2013. The increase in public health insurance is attributable to Medicare enrollment increasing due to an aging population and Medicaid enrollment increasing due to rising numbers of low-income individuals and families. This changing payer mix impacts providers' willingness to practice in the community or accept Medicaid insured individuals due to significantly lower Medicaid reimbursement. Total patient visits to Genesee County safety-net providers have risen approximately 67% since 2007.

The reported increase in the publicly insured population does not include the 29,463 Genesee County residents now covered by the Healthy Michigan Plan (Medicaid expansion). These residents are in need of education to learn how to appropriately utilize their new benefits including preventative care.

Emergency department utilization (rate per 1,000 residents) is 43% higher in Genesee County than the national average. Medicaid and Medicare enrollees utilize the ED at much higher rates than commercial enrollees (369% and 307% more often, respectively). With an aging population and more residents having health insurance coverage through Medicaid expansion, ED visits are expected to continue to rise. Initiatives to focus on medical home versus ED use will be critical for the community (e.g. CHAP).

One contributing factor to ED utilization is individuals seeking treatment for poor dental health that has resulted in pain and infection. Genesee County adults have self-reported poor dental health (six or more permanent teeth removed as a result of tooth decay, gum disease, or infection) at rates higher than the state and national average. Poor dental health indicates a lack of access to dental care and/or social barriers to the utilization of dental services. Genesee County adults' self-reporting that they have not visited a dentist, dental hygienist, or dental clinic within the past year is higher than the state's average.

Measure	Flint	Genesee County	Michigan	United States
Percent adults with poor dental health	NA	18.4%	14.4%	15.7%
Percent adults with no dental exam	NA	27.7%	25.5%	30.2%

Data Source: Centers for Disease Control and Prevention, Behavioral Risk Factor Surveillance System. Additional data analysis by CARES. 2006-10.

10. Community Safety

Flint / Genesee County's violent crime rate remains significantly higher than state and national averages. Flint's violent crime rate has more than doubled that of the national average. Violent crime includes homicide, rape, robbery, and aggravated assault. From 2010-2012, one out of every 585 Flint residents was the victim of a homicide. A sharp reduction in violent crimes was experienced by Flint / Genesee County in 2014, however rates rebounded during the first half of 2015.

Measure	Flint	Genesee County	Michigan	United States
Violent crime rate (per 100,000 population) ¹	2,081	594	450	368
Homicide (age-adjusted death rate per 100,000 population) ²	NA	16	6.9	5.3

Data Source: ¹US Department of Justice. 2012; ²Centers for Disease Control and Prevention, National Vital Statistics System. Accessed via CDC WONDER. 2009-13.

Community safety is a great concern of community residents. In the community health needs assessment survey, low crime safe neighborhoods was the most popular response to the question "what do you think are the three most important factors for a "Healthy Community?" More than half of the respondents (51.79%) selected this factor. In response to the question "what do you think are the three most important "health problems" in our community?" 35.44% of the respondents indicated violence. This was the fourth most selected response of the 21 offered. In response to the question "what are the three most important "environmental factors" that affect health in our community?" the two most popular responses after clean / safe drinking water were violent crime and neighborhood safety with response rates of 45.74% and 43.82%, respectively. Additionally, city of Flint residents expressed a greater concern than their Genesee County counterparts in unsecured firearms being a risky behavior in the community.

V. RESOURCES AVAILABLE TO MEET PRIORITY HEALTH NEEDS

Community Health Systems

The Greater Flint Health Coalition serves as a forum and neutral table for community leaders, cross-sector public health / healthcare stakeholders, and the people who live in our community to work together to address the needs of the community through cutting edge initiatives and collaboration relating to the focus areas of access & environment, quality & innovation, cost & resource planning, population health status improvement, racial disparities, and health equity.

The CHNA identified strong community healthcare and public health assets including three health systems / hospitals, two federally qualified health centers (FQHCs) with multiple sites that provide care to the underserved of Genesee County, a county mental health network, and a county health department. In addition, the county has a children's health center (Mott Children's Health Center) providing services to those children at or below 250% of the federal poverty level. Furthermore, the Greater Flint Health Coalition's network of collaborative partners serves as an asset to facilitate shared activities to work towards collective activities to improve health – including a number of healthcare, non-profit community-based organizations, and grassroots organization partners offering a collection of prevention and service resources to the residents of Genesee County.

The CHNA indicates that although Genesee County as a whole experiences poor health receiving a county health ranking of 82 of 83 (with 83 being the least healthy) for overall health outcomes, access to high quality clinical care exists (20 out of 83). *[Source: 2016 County Health Rankings]*

Other Resources that Address Priority Health Needs

An asset review analyzed collaborative relationships and community impact projects revealing various community health and social service resources in Genesee County. Following are examples of foundations, and non-profit organizations and agencies committed to serving those who are: 1) low income; 2) uninsured or underinsured; 3) minorities; and/or 4) vulnerable populations.

- Greater Flint Health Coalition
- Charles Stewart Mott Foundation
- Community Foundation of Greater Flint
- Ruth Mott Foundation
- United Way of Genesee County
- American Red Cross
- Crim Fitness Foundation
- Flint and Genesee Literacy Network
- Food Bank of Eastern Michigan
- Genesee County Land Bank
- Genesee Health Plan
- Mott Children's Health Center
- National Alliance on Mental Illness Genesee County
- Valley Area Agency on Aging
- Youth Violence Prevention Center

VI. EVALUATION OF IMPACT

The previous 2012 Joint Community Health Needs Assessment prepared for the Flint / Genesee County community identified the major factors affecting the health of the Flint / Genesee community at the time. In order to have the greatest impact on improving health behaviors and health outcomes through the priority focus areas, the three Genesee County hospital systems, Genesys Health System, Hurley Medical Center, and McLaren Flint developed CHNA implementation plans as well as joint implementation plan activities in partnership with the GFHC.

2012 CHNA JOINT IMPLEMENTATION PLAN ACCOMPLISHMENTS CONDUCTED BY GENESYS HEALTH SYSTEM, HURLEY MEDICAL CENTER, AND MCLAREN FLINT IN PARTNERSHIP WITH GFHC

Prioritized Need: Infant and Child Health Improvement

- **Genesee Children’s Healthcare Access Program (CHAP)**

Genesee County’s Children’s Healthcare Access Program (CHAP) is a new local initiative launched in 2015 to address significant health disparities experienced by low-income children enrolled in Medicaid via a collaborative, physician-driven, community-based medical home initiative.

Genesee CHAP will improve access to quality primary health care and community resources for underserved, low-income children through a transformation of service delivery at the family, practice, and system levels. Genesee CHAP’s population-based approach will emphasize use of a patient centered medical home and emphasize prevention, including well child visits, immunizations, asthma, and obesity – all areas identified as community health needs for intervention among area children. In addition to improving access and prevention, Genesee CHAP will seek to improve health outcomes for Medicaid covered children while reducing inappropriate emergency room visits and hospital admissions, among other targeted efficiencies. The community-based Genesee CHAP team (including RNs, MSWs, community health workers, asthma educators, etc.) will provide CHAP referred families with parent education, case management, care coordination, patient navigation, referral to community and social resources, transportation, and other associated support services that aid children with increased access and improved health outcomes.

Genesee CHAP is a collaborative activity of the Greater Flint Health Coalition. CHAP partners include: Mott Children’s Health Center, Genesys Health System, Hurley Medical Center, McLaren Flint, Hamilton Community Health Network, Akpinar Children’s Clinic, P.C., Genesys PHO (Evelyn Del Rosario, M.D.), Genesee County Asthma Network, Genesee Health System, Genesee County Department of Human Services, Genesee Intermediate School District, Genesee County Health Department, Mid-Michigan Sleep and Asthma Center (George Zureikat, M.D.), United Way of Genesee County, and the Michigan Association of United Ways.

Accomplishments:

- As part of the statewide effort to expand CHAP, Genesee CHAP was the first of five communities to implement the program on time (July 1, 2015) and the only expansion CHAP to meet service goals in accordance with timeline
- Expanded its service delivery every month since inception, meeting the needs of an increasing number of families

- On-boarded seven primary care practices having the highest volume of Medicaid insured children. In addition to referring children in need of CHAP services, these practices have been actively engaged through Genesee CHAP in quality improvement initiatives, the first being evidence based asthma best practices
- Convened a community partners' workgroup to address system level issues related to infant and child health improvement involving leadership from early childhood education programs, medical providers, state and local mental health organizations, and others. Initial activities include universal child developmental screening and case management coordination
- Provided leadership and services for Flint water crisis resolution including partnership with Genesee Health System to offer targeted case management to Medicaid insured children under age 6 impacted by Flint water

Prioritized Need: Physical Activity and Active Living / Nutrition and Diet / Tobacco Free Living

• **Commit to Fit**

Commit to Fit is a community-wide, health behavior improvement initiative focused on increasing the practice of healthy behaviors (lifestyles) while improving physical activity and nutrition habits among citizens. Launched by the cross-sector partners of the Greater Flint Health Coalition (GFHC), Commit to Fit aims to mobilize all community sectors to support and utilize a common message and shared strategy for engaging community residents in efforts that provide a number of no cost resources that support improved health behaviors, including opportunities to engage in free physical activity and nutrition education classes/sessions based in the community. In addition to the education and community-based resources provided by Commit to Fit, local physicians, healthcare providers, and workplace wellness programs partner via the GFHC to reinforce and promote efforts within their service delivery that supports health behavior improvement of area citizens in collaboration with Commit to Fit efforts especially among those with sedentary lifestyles.

Accomplishments:

- Conducted multi-method outreach that engaged the Genesee County community with consistent physical activity and nutrition messages:
 - Over 350 different organizations, businesses, and community groups
 - Over 100,000 residents have received Commit to Fit messaging or materials
 - Over 15,000 people have directly participated in Commit to Fit Wellness Challenges or registered on the www.commit2fit.com website, which has over 200,000 total logins
- Hosted free and ongoing community physical activity and nutritional challenges, weekly fitness classes, and weekly community nutrition classes at the Flint Farmers Market to support Genesee County residents in healthy behaviors
- Developed a physician toolkit and engaged 145 physician offices/practices that include over 400 individual providers in actively referring patients to Commit to Fit and Michigan 4x4 resources
- Developed a local program to certify healthy workplaces, supporting organizations and businesses with an Employer Based Comprehensive Wellness Toolkit that addressed components of the Designing Healthy Environments at Work (DHEW) assessment. First cycle applications resulted in seven organizations and businesses achieving varying levels of certification

- Engaged local community to raise awareness of the harmful effects of excessive sugar sweetened beverage (SSB) consumption through Rethink Your Drink messaging that included an informational fact sheet, tip sheet for reducing consumption, and point of decision making posters
- Constructed a breastfeeding toolkit to assist businesses in supporting mothers of infants in practicing good nutrition habits beginning at birth with their children
- Implemented the Smart Bites Program to improve nutritional choices among Genesee County residents by incentivizing healthier menu selections at ten participating local restaurants
- Created and distributed a smoke-free toolkit to assist organizations and businesses including Genesee Health System, University of Michigan-Flint, Mott Community College, Baker College of Flint, Genesee Intermediate Schools District and others with implementing and enforcing smoke-free campus policies. The toolkit was recently updated to include e-cigarettes and similar devices

- **Project Healthy Schools**

Project Healthy Schools (PHS) is a middle school-based program that seeks to reduce childhood obesity and its long-term health risks. Created by the University of Michigan, PHS was launched in Genesee County in 2013 by the Greater Flint Health Coalition (GFHC) and its Health Improvement Steering Committee in partnership with multiple local middle schools.

Focusing primarily on sixth grade students, PHS aims to stem the tide of this epidemic by teaching youth healthy habits, developing healthy school environments, and creating an infrastructure that supports program sustainability and replication. PHS is an evidence-based program that has demonstrated significant improvements in both health behavior and cardiovascular risk factors, such as reductions in: total cholesterol, LDL cholesterol (bad cholesterol), triglycerides, and blood pressure. PHS' strategies include hands-on learning activities, school wellness teams, healthy habits challenges, and child/parent engagement efforts. In Genesee County, PHS is delivered in partnership with Commit to Fit and is currently offered in four Genesee County (non-Flint) middle schools.

Accomplishments:

- During the 2014-15 school year, engaged three Genesee County schools (Grand Blanc East Middle School, Grand Blanc West Middle School, and Carmen Ainsworth Middle School) to provide PHS lessons to 728 students
- Students participating in PHS have shown a 47% increase in fruit and vegetable consumption, 45% of students get more minutes of physical activity, and 33% of students now choose healthier drinks

Prioritized Need: Effective Care Delivery for the Aging Population

- ***Your Health Your Choice Advance Care Planning Project***

The *Your Health Your Choice* Advance Care Planning (ACP) Project seeks to create a community-wide, standardized approach to advance care planning, which is defined as a person-centered, ongoing process of communication that facilitates individuals' understanding, reflection and discussion of their goals, values and preferences for future healthcare decisions. Implemented via the Greater Flint Health Coalition (GFHC) and its hospital, physician, insurer, business, and community-based partners, the ACP Project utilizes an evidence-based model that leads to high-quality care for patients and the population while at the same time reduces healthcare costs. Emphasizing the creation of comprehensive, effective advance care plans can

ensure an individual's wishes are followed in end-of-life healthcare treatment, resulting in a better quality of life, less anxiety, less pain and suffering, and improved satisfaction among family members, decision makers, and the medical community. ACP Project partners are implementing processes to ensure a complete patient record reflecting the patient's advance care plan, including advance directive, is available when needed in medical records across the community's health systems and healthcare provider sites.

Accomplishments:

- Established resources to support homogenous, consistent ACP messaging and education throughout the Genesee County community including the *Your Health Your Choice* website
- Created and implemented throughout the community a uniform, single advance directive document supporting the evidence-based Respecting Choices® model and eliminating the confusion of previous forms
- Built community's initial trained ACP workforce and infrastructure necessary for ongoing development including Respecting Choices® certification of 80 ACP facilitators, 12 ACP instructors, and 1 ACP faculty member
- Developed and incorporated best practice ACP policies and processes across Genesee County's healthcare organizations including the three hospital systems, two cancer centers, major dialysis organization, and multiple primary care practices
- Implemented an ACP facilitator referral network to support community physicians offering ACP and automated the referral process within healthcare organizations with physician orders
- Revamped electronic medical record systems to effectively engage patients and document the ACP process
- Ensured that advance directive documents would be shared across healthcare organizations utilizing local resources as well as the state's largest health information exchange uploading 2,790 advance directives to Great Lakes Health Connect

ADDITIONAL IMPACTS AT EACH HOSPITAL SYSTEM

GENESYS HEALTH SYSTEM

Prioritized Need: Infant and Child Health Improvement

- **Children's Healthcare Access Program (CHAP)**

Genesys has engaged patient/family participation through referrals to CHAP from its East Flint Family Health Center Family Practice Residency Program and the Downtown Flint Family Health Center pediatric services. Genesys is also a member of the CHAP Steering Committee to guide program implementation.

- **Genesys Centering Pregnancy (CP)**

Centering Pregnancy is a supportive, educational program for expectant parents and support people to learn about their pregnancy, their babies and themselves at the same time they are receiving prenatal care. It is an evidence-based, culturally appropriate model of group health care delivery with 3 components: health care assessment, education, and support, provided in a group facilitated by a credentialed health provider. CP facilitates patients to participate in their care and allows providers to have a dynamic partnership with their patients. Prenatal services such as physical assessment, nutrition, insurance, lab tests, labor preparation, etc. that are

traditionally provided separately are “bundled”, so that women receive cohesive services within a supportive environment. This practice has proven to offer more than 10 times the amount of time with the provider and is shown to be cost neutral. Genesys received approval as an official Centering Pregnancy Site from the Centering Healthcare Institute in December of 2013. Genesys has conducted 14 CP groups comprised of 58 expectant mothers with overall reduction in the percentage of babies born prematurely and/or at low birth weight and overall improvement in the percent of mothers breastfeeding at hospital discharge. Most OB Residents, Preceptors and Medical Assistants have been trained in the CP Curriculum to facilitate Centering Pregnancy groups.

- **Genesys Lactation Program**

The Genesys Lactation Program offers inpatient and outpatient services, supported and staffed by lactation consultants (RN). It aims to protect, promote, and support breastfeeding (BF) with its many known benefits for infants, children, and mothers. It is a key strategy toward improving the health of mothers and their children. The Lactation Program is designed to: provide local BF resources, improve access plan for BF mother to mother support, improve access plan for BF professional support, integrate plan for improved community BF support, create/disseminate designation for BF friendly PCP offices, supports designation for BF friendly employers, increase BF friendly hospitals, strengthen BF coalition, work with insurance payers to cover lactation visits, and work with insurance payers and medical supply to improve access to breast pumps. The Genesys lactation program provides programming and support services to over 2,500 women annually.

- **Commit to Healthy Hearts**

CHH engages multidisciplinary service providers – health, education and community – to develop and implement an innovative, community-based model of cardiovascular risk assessment, population health and primary prevention services to address cardiovascular (CV) risk among 9th grade students in the Grand Blanc School District. Commit to Healthy Hearts (CHH) outcomes include: 1) *Cardiovascular Risk Assessment* - Since program inception, two health screening assessments have been conducted for all 9th graders at Grand Blanc High School in the fall 2014 and the fall of 2015. In total, 1,120 students were screened with 33% (372) of students identified with BMIs \geq 85th percentile (32% is average); 2) *Population Health Services* - All 9th Grade students participated in two, interactive 1-hour lectures as part of their health class. Two CHH team members delivered these lectures: 1) Nutrition/Body Composition – Crim Fitness Foundation Registered Dietitian and 2) Wellness – Genesys Athletic Club Wellness Navigator. Additionally, Greater Flint Health Coalition provided classroom instruction for all 9th graders about how to enter personal nutrition and physical activity data in the Commit to Fit (C2F) website to track and identify areas to improve health behaviors; and 3) *Primary Prevention Services* - Students with BMIs at \geq 85th percentile and their families were invited to participate in an 8-week evidence based primary prevention program to reduce CV risk through the adoption of healthy behaviors - physical activity, nutrition and emotional health. Total participation to date is 74 reference children and 86 family members. Pre/post tests indicate that overall students reported increased physical activity, increased intake of fruits and vegetables and decreased screen time after program participation.

- **Genesys Student Heart Screening**

The Student Heart Screenings have been implemented to identify students ages 12-19 that may be at risk for sudden cardiac death. The goal of the program is to raise awareness of sudden death symptoms among students, parents, physicians, coaches, and community – also to

provide screenings at events at local venues including poor and vulnerable areas. Sixteen screening events have been conducted with 617 students screened.

Prioritized Need: Physical Activity & Active Living

- **Commit to Fit**

Genesys has engaged over 150 employees in Commit to Fit challenges over a 3-year period to encourage mindfulness and the practice of healthy behaviors. The Genesys Athletic Club has also conducted free group fitness classes open to employees and the community to encourage physical activity averaging 25 members per class on an ongoing drop-in basis.

- **Reaching Out for Better Health**

Genesys Health System (GHS) Diabetes and Nutrition Learning Center (DNLC) has established accessible Diabetes Education and Support Hubs as delivery sites for Diabetes Self-Management Education and Training (DSME/T). The DNLC has made it a strategic priority to reach and retain underserved individuals with diabetes in our community, with the establishment of new program sites at two GHS community health centers located in Flint, MI. Genesys serves patients within a high need environment characterized by a high incidence of poverty, unemployment and health disparity populations combined with a high prevalence of diabetes. These Hubs are designed to reduce transportation barriers, offer community location familiarity, and provide comprehensive diabetes education and support options in one convenient setting where underserved individuals reside and already receive health services. Physicians also have accessible referral destinations to support their patients with diabetes. In these strategic locations, diabetes educators facilitate improvement in clinical and behavioral outcomes utilizing the evidence-based AADE Diabetes Education Curriculum. Program accomplishments include: In the Grant year of 2013-2014; A total of 701 new patients served through the DSME/T program and 68 new physicians made referrals to the program. Twenty-one, 6-week sessions were conducted at new Hub sites – 16 at EFC and 5 Downtown; and 532 patients completed their individualized education plan and program objectives. All Behavioral project outcomes improved over the 12-month period. Large increases occurred with Carbohydrate management; Feet checks; patient comfort in addressing blood sugar levels. Behavioral Outcomes are reflected in composite form for the entire patient population. All Clinical project outcomes improved over the 12-month period (A1C, weight loss, BMI, Blood Pressure). DNLC has sustained outcomes in this program in program year 2014-2015; 713 additional patients were seen who self-reported compliance above 90% in behavior change outcomes of eating 3 meals, carb control, limiting fats, checking blood glucose, and taking medications. Patients who completed program also showed improvement in HbA1c level from a mean baseline of 8.84 to 7.77.

Prioritized Need: Nutrition & Diet

- **Regional Food System Navigation (RFSN)**

Genesys Associates are serving in key leadership roles within a Community Foundation of Greater Flint led effort to address access to and consumption of healthy food. The Regional Food System Navigation Model facilitates a coordinated approach to food system work to achieve optimal food access throughout the Genesee County region. Each element of the system will build upon existing resources in the community that will be organized in a non-proprietary fashion. Model objectives include: Stewardship of Resources; Program and Service Coordination; and Collaborative Planning & Alignment of Funding to achieve collective and sustainable regional impact on health outcomes by diverse stakeholder organizations. A Food

Navigator will maintain connectivity and leverage resources within and between key model elements. The role of the Navigator is to support each element to function on its own and in concert with all other elements - an intersection of concepts to creatively support current programs, solve problems and generate new ideas to support optimal food access. Five action teams have been established - Growing & Producing, Processing & Distribution, Preparing & Eating, Retail & Engagement. This initial structure has enhanced communication and collaboration among key stakeholders. Although each action team is in the process of developing food system plans, they are currently engaging their strategic/collaborative efforts to address the need for lead mitigating food production and distribution in response to the Flint water crisis.

- **Women in Agriculture Farm Development Center**

The purpose of the ***Women in Agriculture (WIA) Farm Development Center*** is to support women who are beginning a farming business by providing resources to become economically independent farm business owners, and to reduce significant barriers to starting a successful agri-business. Implemented by Michigan Food & Farming Systems (MIFFS) and located on the Genesys Health Park Campus, the WIA Farm Development Center is a place where beginning women farmers can receive education and development to achieve viable farming careers. Initially, women develop skills for producing food for sale and find they can decrease their household food bills through supplemental foods grown themselves. As skills are developed, those who are energized by this work will be given opportunities to expand their production and business acumen, enabling them to begin a farming business by providing resources to become more economically independent. The WIA Farm Development Center fits the Genesys strategic objective where keeping people healthy is just as important as treating them when they are sick. Healthy food access helps to accomplish that goal. Genesys Health System has allocated 3 acres of land for the WIA Farm Development Center and also supports .25 FTE of the Genesys Greenhouse Manager who serves as a liaison to MIFFS for farm operations (land, electricity, water access). To date, the WIA Farm Development Center has surveyed and cleared the land on Genesys Health Park Campus; tested the soil; worked with USDA to acquire a farm number; assessed the property restrictions and begun developing a conservation plan; planted a cover crop to begin improving soil quality; built a 96' by 30' Hoop House; and has begun offering education workshops for farmers.

Prioritized Need: Effective Care Delivery for Aging Population

- ***Your Health Your Choice Advance Care Planning (ACP) Initiative***

As a partner to the ACP initiative, Genesys Health System is implementing processes to ensure a complete patient record reflecting the patient's advance care plan, including advance directive, is available when needed in medical records across the community's health systems and healthcare provider sites. Genesys serves as the chair of the GFHC ACP Steering committee responsible for aligning ACP processes across community partners. Genesys has trained 20 ACP facilitators to assist patients in the ACP process including the completion of advance directives, and also has three trained ACP instructors who can provide periodic ACP facilitation training as new staff members are hired to sustain the ACP facilitation competency. Genesys accounts for about 35% of all ACP documents in the State that have been uploaded into the Great Lakes Health Connect health information exchange to ensure that ACP information is available when it is needed by families and providers.

- **Program for the All-Inclusive Care of the Elderly (PACE)**

The goal of PACE is to meet the medical and social needs of individuals age 55 and older, particularly those who are low-income and /or frail who are dual eligible for Medicare and Medicaid, through the delivery of non-institutional, long-term, comprehensive, cost efficient health care. PACE serves seniors with chronic care needs by providing access to the full continuum of preventive, primary, acute, and long-term care services. PACE programs reorganize key elements of the traditional health care system in a way that benefits families, health care providers, and payers. These services enable frail elderly to live in the community as independently as possible. Genesys Health System has been designated as the exclusive PACE provider in Genesee County, Michigan. PACE combines direct services such as adult day health, primary care, physical and occupational therapies and transportation within a network of community providers such as physician specialists, ancillary providers, hospitals, and nursing homes to create a comprehensive service delivery system for the frail elderly. PACE received its designation as a PACE site on June 16, 2015 and opened its door to participants on August 1, 2015. To date the number of participants served is 28 since program inception with a current program census of 21 participants. Enrollment will increase until a cap of 225 participants is reached.

HURLEY MEDICAL CENTER

Prioritized Need: Infant and Child Health Improvement

- **Children’s Healthcare Access Program (CHAP)**

Hurley Children’s Center (Pediatric clinic) at the Flint Farmers’ Market opened in August 2015 and is one of the CHAP practice site locations.

- **Project Healthy Schools**

Partnered with GFHC to offer program in two schools per year.

- **Injury Prevention**

- Safe Kids Greater Flint: Hurley Medical Center is the lead organization for the Safe Kids Greater Flint Coalition. Safe Kids and Hurley Injury Prevention provide over 15 active programs to the community to educate on the prevention of intentional and unintentional injuries” including child passenger safety & bike safety.
- Partnering with schools and various community partners, our injury prevention team offers education on fire safety, bullying, gun safety, distracted driving, and many other topics having over 3,000 touch points with children each year.

- **Teen Heart Screenings**

Offered in partnership with the Thomas Smith Memorial Foundation, Hurley offers Teen Heart Screening events two to three times per year. These events have been offered at various schools (Carman Ainsworth High School, Goodrich High School) and at the Flint Farmers’ Market since 2012. To date, 1,700 teens have been screened.

- **Additional Accomplishments**

- Hurley Children’s Hospital has on staff one of only six board certified child abuse specialists in Michigan.
- Asthma Home Management Program and Camp Easy Breathers are two programs facilitated by our Asthma nurse managers. Average caseloads are 95 patients with 40 children attending the summer camp each year.

- Genesee Intermediate School District (GISD) medical liaison conducted epi-pen training for all office staff with the school district.
- Parenting classes for pregnant/new moms offered at Hurley. We average 35 participants per month.
- At home – nurse visitation programs: Maternal Infant Health Program (MIHP), Nurse Family Partnership (NFP) and Healthy Start. MIHP/Healthy Start serves 191 patients; NFP serves 96 patients.

Prioritized Need: Physical Activity/Nutrition and Diet/Tobacco Free Living

- **Commit to Fit**

Continued to participate (as an employer) in the **Commit to Fit** activity and nutrition challenges by promoting to our 2,500 employees.

- **Project Healthy Schools**

Partnered with GFHC to start providing Project Healthy Schools (PHS) in two schools per year. St. John Vianney started implementation in March 2016. Partnered with St. John Vianney to offer the ten PHS lessons to 24 6th grade students.

- **Additional Accomplishments**

- Comprehensive Employee Wellness Program; including daily fitness classes, employee “stress-buster” fitness rooms, monthly nutrition seminars, one-on-one consults with dietitian, and weekly onsite farmers’ market. Hurley has 844 participants in its yearly health assessment and over 13,000 touch points in various programs annually.
- Hurley Corporate Wellness onsite fitness classes, nutrition seminars, cooking demos, quit smoking classes, screenings, and more are offered to 22 companies in Genesee County with over 333 events and over 4,000 participants reached.
- Clinical fitness in both pulmonary and cardiac rehabilitation averages 70 patients per month.
- A Wellness Hub at the Flint Farmers’ Market is maintained in partnership with the YMCA of Greater Flint averaging 250 touch points per month.
- Cooking demonstrations at the Flint Farmers’ Market are conducted in partnership with Michigan State University Extension. The cooking demonstrations currently focus on nutrition to mitigate the effects of lead. An average of 12 participants are in attendance at each cooking demonstration.
- Camp Move IT! is an overnight, 6-day camp for children (8-12 years old) who may already be dealing with being overweight. A total of 37 children attended year one of the Camp in 2015.
- National Diabetes Prevention Program has had three staff certified who offer classes at various community locations. To date, 90 individuals have participated in the Program.
- Diabetes Self-Management Education is offered five days per week at the Hurley Diabetes Center (individual and group formats) along with medical nutrition therapy. Over 4,300 visits per year occur at the Center.
- Kohl’s Cares for Healthy Kids grant allows for the provision of several large-scale events for local children to engage in fitness and nutrition activities. Yearly attendance for the events has averaged between 3,500 and 4,200 children.
- Registered Dietitian assigned to new Hurley Children’s Center (pediatric clinic) to help families improve their fruit/vegetable consumption. Since beginning in February 2016, over 100 families have completed a nutrition consultation through end of April 2016.

- Hurley started a community garden and in 2014 transitioned oversight to Edible Flint, who had over 1,700 pounds of produce harvested in 2015.
- Certified Tobacco Treatment Specialist offering community-wide quit smoking classes and one-on-one consults to 44 participants this year to date.
- Hurley has maintained a smoke-free campus since 2009.
- Hurley is a lead sponsor for several walk/runs including the Burton Veteran's Race Series, March of Dimes walk, Superhero 5K, Flintstones 5K, as well as the medical tent sponsor for the CRIM festival of races.

Prioritized Need: Effective Care Delivery for the Aging Population

- ***Your Health Your Choice Advance Care Planning (ACP) Initiative***

Lead trainer/facilitator trained several facilitators and have offered several workshops; over 400 hours of training and facilitation.

- **Acute Care for the Elderly (ACE)**

Floor in the hospital staffed with Geriatric Resource Nurses

- GNS (geriatric nurse specialists) seeing all patients 65 years and older in the emergency department and elsewhere in hospital.
- Hospital wide delirium screening protocol.
- NICHE (Nurses Improving Care for Health-System Elders) Certified.

- **Additional Accomplishments**

- Hurley has expanded the provision of Palliative Care services. An interdisciplinary team composed of physician, nurse practitioner, registered nurse, and spiritual care provides both inpatient and outpatient care.
- Fast Track Emergency Room Process for Seniors.
- Geriatric Fracture Center/Osteoporosis Bone Health Program.
- Transforming Transitions Program (TTP) in partnership with the Valley Area Agency on Aging (VAAA).

Prioritized Need: Physical Environment, Neighborhood Safety, and Transportation

- **Blight Removal**

Hurley demolished seven vacant houses on Stone Street and is maintaining the resulting green space. Hurley also transferred two parcels of property on University Avenue to Kettering University.

- **Additional Accomplishments**

- Hurley serves on the University Avenue Corridor Coalition as well as being a board member for the Flint River Corridor Alliance.
- Hurley Public Safety does regular patrolling of the local neighborhood.
- Hurley is a sponsor for Keep Genesee County Beautiful's "Cultivating our Community" and maintains two medians on University Avenue.
- Hurley has representation on the MTA Transportation Access meeting and there is now better access with the "Ride to groceries" route that stops at Hurley Eastside campus and a new "Wellness route" that has various stops at, and around, the hospital.

MCLAREN FLINT

Priority Need: Infant & Child Health Improvement

- **Children’s Healthcare Access Program (CHAP)**

McLaren has engaged patient/family participation through referrals to CHAP from its Family Practice Residency Group Practice and its McLaren Medical Group family practice and pediatric practices in Genesee County. McLaren Flint also has a physician representative on the CHAP Steering Committee.

- **Peri-Natal Education**

McLaren Flint offers the following classes in support of infant and child health improvement:

- **Breastfeeding/Lactation Consultant:** This class is for mothers planning to breastfeed and those who are undecided about a feeding method. A lactation consultant covers topics such as positioning, feeding techniques, benefits, and solutions to common problems. In the past three years, nearly 1,800 mothers have received education from the lactation consultant.
- **Baby Care:** This class focuses on topics related to general infant care, growth and development, parenting skills, family adjustments, safety concerns and more.
- **Preparation for Childbirth:** A five-week series of classes designed to prepare families for their childbirth experience. Discussion of normal labor progression, relaxation techniques for labor, and post partum and family adjustments are only a few of the topics discussed. A tour of the LDRP unit is included.
- **Natural comfort Techniques:** This class is designed to offer expectant mothers natural comfort techniques for an unmedicated delivery. Attendees will have the opportunity to try out some of the tools and techniques for pain relief and relaxation that can be used during labor and delivery.

- **Breastfeeding Coalition and PRIDE Coalition**

In support of community initiatives around infant and child health improvement, McLaren Flint provides a representative from its Family Birthing Unit to serve on the county Breastfeeding Coalition and the PRIDE Coalition, which is chaired and staffed by the Genesee County Health Department. The Breastfeeding Coalition has been successful in bringing together representatives from all three local hospitals, clinics, schools, public health and other human service agencies. The group has developed local materials to support mothers in their decision to breastfeed, established the Genesee County Breastfeeding Advocate of the Year Award, sponsored a workshop for professionals and continues to focus on activities that will encourage mothers to choose breastfeeding for their infants. PRIDE (Programs to Reduce Infant Deaths Effectively) is a coalition of health and human service organizations, individuals, and community-based organizations in Genesee County. It focuses on promoting a healthy start for infants and decreasing the infant mortality rate in Genesee County.

- **Child Evaluation Clinic**

McLaren Flint operates and funds the Child Evaluation Clinic, which is the county’s sole Clinic that provides medical and psychosocial examinations of children who are suspected victims of child abuse. The physical evidence gained at the Clinic is critical in prosecuting perpetrators of these crimes. McLaren Flint provided physician specialists as well as nurses and social work support for the Clinic. The Child Evaluation Clinic was located on the McLaren campus for 20 years but moved in December 2012 to the Weiss Advocacy Center in downtown Flint, where McLaren still provides the financial support for clinic operations. The Clinic works closely with

Child Advocacy Centers in Genesee and Lapeer Counties, as well as with the court system, the law enforcement community and the prosecutor's office. More than 3,000 children have been seen at the Clinic since its inception.

- **Education for At-Risk Mothers**

The Family Medicine program at McLaren Flint receives funding through the Burnell Trust to educate and supply at-risk expectant mothers with resources to promote positive prenatal care and parenting skills. Family medicine specialist Mischa Pollard, M.D., conducts education sessions with approximately 50 at-risk expectant mothers annually. The Trust enables the purchase of pregnancy and breastfeeding comfort and convenience items such as body pillows, breastfeeding support pillows and insulated baby bottle carriers.

- **State of Michigan Birthing Hospital Grant (through MDHHS)**

McLaren Flint is part of the State of Michigan Birthing Hospital Grant Program to increase assessment and referrals to the Maternal Health Program and Children's Specialist Health Care Services.

- **Safe Sleep Education**

McLaren Flint provides Safe Sleep Education to all new mothers and families at McLaren Flint (660 per year) and a complimentary sleep sack to help prevent SIDS deaths.

- **Books for Babies**

McLaren Flint participates with the United Way of Genesee County's Books for Babies initiative, providing each new family with a children's book and package of resource materials to support early childhood education. Approximately 660 new families per year are impacted.

Priority Need: Physical Activity and Active Living

In addition to strategic participation with the Greater Flint Health Coalition in the four collaborative Physical Activity and Active Living efforts (Commit to Fit, Project Healthy Schools, Workplace Wellness and Michigan Health & Wellness 4 x 4 Plan Activities), McLaren Flint is doing the following:

- **Commit to Fit**

McLaren Flint has engaged more than 250 employees and volunteers in the Commit to Fit challenges over a three-year period to encourage and promote healthy behaviors, good nutrition and fitness. A program of the Greater Flint Health Coalition, Commit to Fit is a community-wide, health behavior improvement initiative focused on enhancing physical activity and nutrition among Genesee County citizens. Along with organizing organizational and employee participation, McLaren Flint promotes the program through its internal and external communications.

- **McHealthy Wellness Program**

The program is free and offered to all McLaren Flint employees, Auxiliary and volunteer members and those who are contracted to work directly at McLaren Flint. There are more than 2,600 members who have access to five different fitness facilities for cardiovascular conditioning and strength training as well as wellness and fitness classes, nutrition education and healthy cooking sessions. To support the program, walking paths, both internal and external, have been developed for employee, volunteer and physician use.

- **Wellness Program for Cancer Patients and Survivors**

McLaren Flint offers all current and former cancer patients a program called “Cancer Care Beyond the Clinical”, including free classes in nutrition, tai chi, yoga, Zumba, meditation and art therapy. Since its inception in January of 2016, 64 people have participated, with attendance growing each month.

- **Adaptive Golf Program**

Through its physical therapy and recreational therapy program, McLaren Flint operates an Adaptive Golf program for disabled golfers. The program is based in Genesee County and works in coordination with area golf professionals and facilities to provide disabled athletes with equipment, training and opportunities to participate in the sport of golf. A weekly league is maintained as well as special statewide tournaments.

- **Additional Activities**

McLaren Flint organizes and is a lead corporate sponsor as well as promotes employee participation in several health and fitness-related activities like:

- Fundraising Walks – Heart Walk, Kidney Walk, March of Dimes Walk, Relay for Life Cancer Walks, Making Strides Cancer Walk, Healing Hands Walk for the Genesee Free Medical Clinic, Arthritis Walk, Lung Walk, HIV Wellness Center (AIDS fundraiser), Alzheimer’s Walk
- Crim Festival of Races
- Brooksie Way Race and Training Program

Priority Need: Nutrition & Diet

- **Mindful Choices Wellness Platform**

McLaren Flint, in cooperation with its Food Service Vendor, Morrison Food Services, has developed a wellness platform which includes everything from environmental commitments, firm standards for healthy food preparation, wellness meal offerings, nutrition labeling, healthy beverage offerings and enhanced fruits and vegetables offered to “customers” throughout the medical center. It is designed to make McLaren Flint a model for healthful eating and to encourage behavioral change in the hospital environment and beyond into the greater Flint community.

- Using the latest research, conducted by Morrison’s Dietary Team on healthful eating and incorporating techniques that influence behavioral change in food consumption, McLaren Flint has made changes such as: • offer better-for-you foods at cash registers in place of high impulse low-nutrient food • eliminated high content sugar bottled beverages • switched to exclusive use of whole grain or legume based pasta in pasta dishes served • offer whole grains as an alternative to rice dishes • use misted olive oils exclusively in appropriate applications • and feature images of healthy nutrient rich food in its regular food promotions to visitors and patients. In addition, and in cooperation with our partner, Morrison Foods, McLaren offers in-hospital events such as cooking demonstrations and seasonal tables;
- McLaren Flint adopted a resolution implementing a multi-faceted healthy eating experience for hospital patients, employees and visitors. By being a charter participant of The Michigan Health and Hospitals “*Healthy Food Hospitals*” campaign, McLaren Flint provides exemplary food service choices and nutritional selections to support the health of all those who walk through its doors.

- **Community Outreach**

McLaren Flint dietitians participated in 94 community outreach and educational speaking engagements over the past 3 years to promote healthy eating and nutritional awareness. These engagements included presentations at Consumers Energy, Flint Public Library, Flint City Employees Health Fair, area churches, Flint, Carman Ainsworth, Clio and Flushing schools, Crim Expo, and more.

- **Harvest Food Gathering**

McLaren Flint participated for 3 years in the Michigan Harvest Food Gathering Initiative, with 1,595-pounds of food being donated by our employees to the Food Bank of Eastern Michigan. Additionally, McLaren Flint donates \$30,000 annually to the Food Bank of Eastern Michigan to support the nutrition needs of area residents.

Priority Need: Tobacco Free Living (Anti-Smoking)

- **Tobacco-Free Campus**

McLaren Flint instituted and maintains a tobacco and smoke-free policy to make its primary and satellite campuses tobacco and smoke-free as of July 19, 2010.

- In addition to our strategic participation in collaborative Tobacco Free Living efforts, McLaren Flint is doing the following:
 - McLaren Flint instituted and maintains a non-nicotine policy for all job applicants, effective Feb. 1, 2013, to promote a healthier, tobacco-free workforce. A test to detect nicotine is now part of the pre-employment drug screening for potential new hires at McLaren Flint.
 - McLaren Flint makes available smoking cessation aides (such as patches and pharmaceuticals) as well as offers free smoking cessation classes for all patients and employees.
 - McLaren Flint offers a monthly smoking cessation support group free of charge to the community, led by a Certified Tobacco Specialist.
 - McLaren Flint offers a free one-on-one 1-hour session with a Certified Tobacco Specialist to any member of the community who is motivated to quit.
 - McLaren Flint offers free Smoking Cessation Overview Classes to the community. These are one hour classes scheduled four times per year in the evening (quarterly) and twice a month annually during the day to any member of the community.
 - Through the Greater Flint Health Coalition, McLaren's Certified Tobacco Specialist has assisted businesses with smoking cessation instructional programs. For example, in 2013, the McLaren specialist assisted Diplomat Pharmacy in becoming a smoke free campus by doing 6 "Lunch and Learn" 30 minute quick informational sessions on approaches to smoking cessation and held two community programs. In 2014, these programs are offered on a quarterly basis.
 - McLaren offers free lung screenings to community members who meet specific criteria and provides smoking cessation classes to all screening participants who use tobacco.

Priority Need: Effective Care Delivery for Aging Population

- **Your Health Your Choice Advance Care Planning (ACP) Project**

McLaren Flint is a contributing member of the Greater Flint Health Coalition's Community-Wide Advance Care Planning Project. McLaren Flint aided in piloting this Advance Care Planning Project in 2014 through programming and initiatives within the McLaren Flint employee, physician and patient network. An Advance Care Planning Facilitator/Instructor from McLaren

Flint and various members of the medical staff are involved in coordinating this effort to better serve the Flint community by advocating for patients to express their personal goals, values and beliefs regarding their own healthcare. McLaren holds free monthly ACP sessions at the McLaren Community Medical Center in Flint Township, seeing approximately 10 people per month (240 people per date). Since August of 2015, 400 people have requested ACP paperwork, and there have been 44 individual 1:1 appointments for ACP education, with 40 completed advance directives uploaded. All patients at McLaren Flint are provided with education about ACP and are given the opportunity to meet with the ACP instructor. Since August of 2015, the McLaren Flint ACP instructor has also presented at 14 different health fairs, Community Resource Days, church events, senior centers and marketing events.

- **Partnership with VAAA**

McLaren Flint Case Management partners with Valley Area Agency on Aging (VAAA) programs to reduce hospital readmissions and improve care coordination. Referrals are made for such services as Meals on Wheels, respite care, Medicare waiver program and more.

- **Community Extended Care Facilities Task Force**

McLaren Flint participates with McLaren Homecare Group and the community extended care facilities task force to improve care coordination between McLaren Flint and extended care facilities, to meet patients' needs through home care referrals and through partnerships with area insurance companies for outpatient case management services.

- **Genesee County Committee on Aging**

McLaren Flint is represented on the Genesee County Committee on Aging, which publishes an annual Senior Resource Directory.

- **Committee for Genesee County Senior Millage**

McLaren Flint case management has representation on the Genesee County Committee for Senior Millage to support health, safety and quality of life for senior citizens and senior centers throughout Genesee County.

Priority Need: Physical Environment, Neighborhood Safety, and Transportation

- **Patient Care Fund**

McLaren Flint maintains an ongoing Patient Care Fund, which provides transportation assistance for patients who need help getting home from the hospital. Some of these are patients in wheel chairs who can only get home by ambulance or wheel chair accessible vans. McLaren also pays for cab fares for patients who have no other means of transportation home from the hospital and provides free van service to and from appointments for cancer patients and behavioral health outpatient services. Annually, the medical center spends \$50,000 and serves more than 2,000 patients in this initiative.

- **University Avenue Corridor Coalition**

A representative from McLaren Flint attends and facilitates medical center involvement in the monthly University Avenue Corridor Coalition meetings. The Coalition's Mission is: To transform the University Avenue corridor into an attractive and crime-free community that is conducive to sustainable development. The group is actively using the Crime Prevention Through Environmental Design National Crime Prevention Council model.

- **Additional Community Collaborations**

- McLaren Flint provides a representative to serve on and facilitate McLaren Flint involvement in the Mott Park Neighborhood Association for the purposes of restoring the golf course grounds and surrounding neighborhood. As part of this effort, McLaren Flint has maintained .82 miles of Flint River Walking Trail. McLaren further actively participates in a number of safety and environmental improvement activities with the Mott Park Neighborhood Association.
- McLaren Flint actively participates with Flint City's Master Plan Development initiatives; Proton Beam Center and Hospitality House were built under such collaboration.
- McLaren Flint, in cooperation with Kettering University, has extended its "rolling vehicle" security patrols to include the neighborhood in/around McLaren Flint Proper and Mott Park areas
- McLaren Flint maintains a walking trail on the grounds of its campus along the Flint River to provide a public path for area residents as well as patients and employees.

VII. NEXT STEPS

A Community Health Assessment Subgroup to the GHFC's Data Review Subcommittee consisting of representation from the three area hospitals / health systems and the Greater Flint Health Coalition has been established to review the CHNA and discuss implementation strategies for each priority. The team will collaborate on appropriate areas, guide the development of implementation strategies, establish metrics including measurable outcome indicators and communicate appropriately with the community on these collaborative plans.

The finalized Community Health Needs Assessment Report and Implementation Plans are available to the community on each of the four participating organizations' websites and are downloadable.

- Greater Flint Health Coalition www.gfhc.org
- Genesys Health System www.genesys.org
- Hurley Medical Center www.hurleymc.com
- McLaren Flint www.mclaren.org/flint

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